How AI and Human-Centric Data enables intelligent decision making in the project environment

Project Management Conference, Athens

28th April 2026

OTEAcademy Auditorium

AITLA
AI THOUGHT LEADERSHIP ALLIANCE

The gap is not "AI matters" vs "AI does not matter". The gap is between strategic belief and the practical system required to add value and use AI safely and repeatedly.

wsp

A7C

team animation
energising project organisations

Who we are

AITLA
AI THOUGHT LEADERSHIP ALLIANCE

Founding Members

Nermeen Latif

Technical Director, WSP

Programme Management Expert

APM Volunteer including Data Advisory Group

Donnie MacNicol

Founder and Director, Team Animation

Strategic Advisor

Leader in Human-Centric Data (HCD)

wsp

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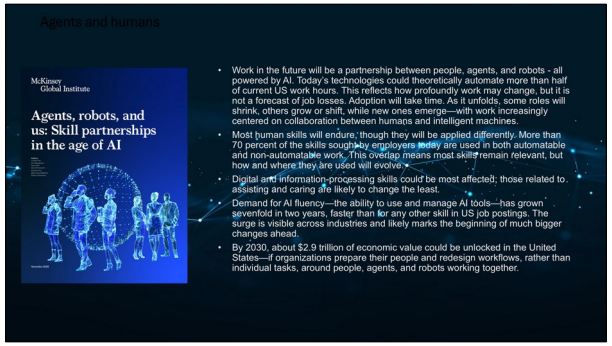
team animation
energising project organisations

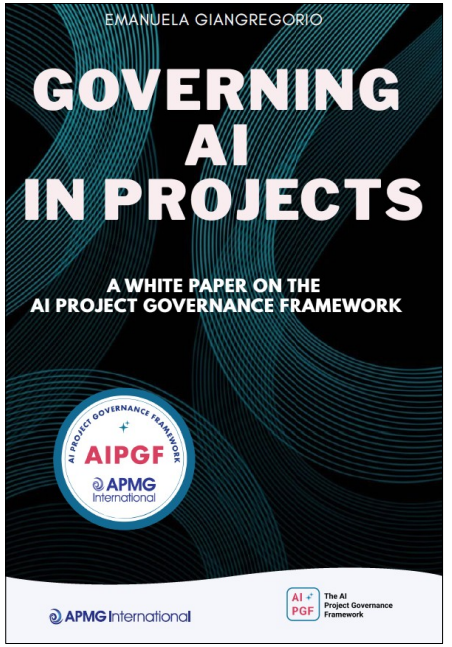
Structure

- HCD Analysis and Insights
- Personal Perspective
- Organisational Perspective
  - Organisational Archetypes Perspective
- Profession Perspective
- Barriers and Suggestions
- HCD Application
- What happens next?

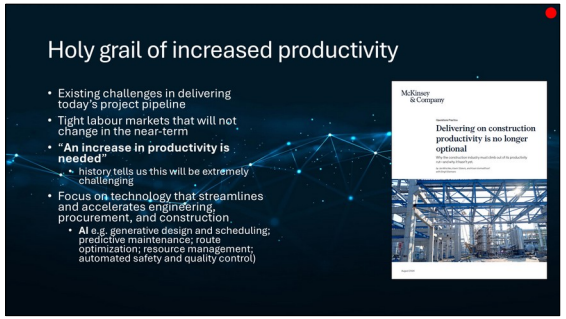

QuantumBlack
AI by McKinsey
The state of AI in 2025
Agents, innovation, and transformation
Almost all survey respondents say their organizations are using AI, and many have begun to use AI agents. But most are still in the early stages of scaling AI and capturing enterprise-level value.

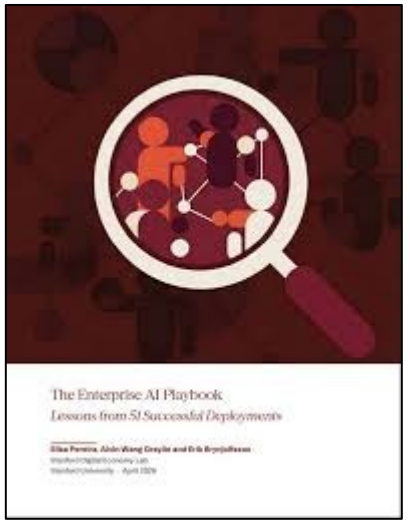

pwc
PwC's 29th Global CEO Survey
Leading through uncertainty in the age of AI


Agents and humans
McKinsey Global Institute
Agents, robots, and us: Skill partnerships in the age of AI
Work in the future will be a partnership between people, agents, and robots - all powered by AI. Today's technologies could theoretically automate more than half of current US work hours. This reflects how profoundly work may change, but it is not a forecast of job losses. Adoption will take time. As it unfolds, some roles will shrink, others grow or shift, while new ones emerge—with work increasingly centered on collaboration between humans and intelligent machines.
Most human skills will endure, though they will be applied differently. More than 70 percent of the skills sought by employers today are used in both automatable and non-automatable work. This overlap means most skills remain relevant, but how and where they are used will evolve.
Digital and information-processing skills could be most affected; those related to assisting and caring are likely to change the least.
Demand for AI fluency—the ability to use and manage AI tools—has grown sevenfold in two years, faster than for any other skill in US job postings. The surge is visible across industries and likely marks the beginning of much bigger changes ahead.
By 2030, about $2.9 trillion of economic value could be unlocked in the United States—if organizations prepare their people and redesign workflows, rather than individual tasks, around people, agents, and robots working together.


EMANUELA GIANGREGORIO
GOVERNING AI IN PROJECTS
A WHITE PAPER ON THE AI PROJECT GOVERNANCE FRAMEWORK
AI PROJECT GOVERNANCE FRAMEWORK
AIPGF
APMG International
APMG International
AI PGF
The AI Project Governance Framework

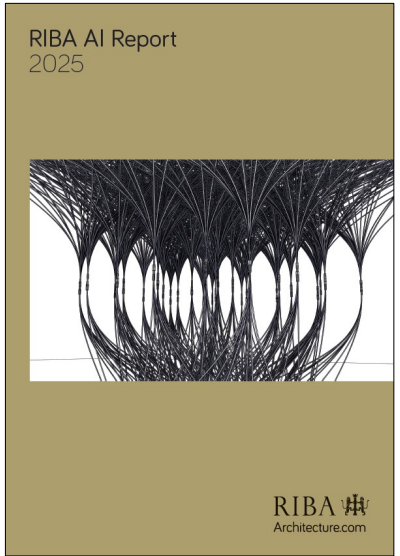

CIOB Artificial Intelligence (AI) Playbook 2024
"Essentially, AI is advancing how we work, making it smarter, faster and interacting better with our physical assets."
"However, there will be a growing need for skill and capability development to mindfully harness AI and its benefits in an ethical and secure manner."
"The prospect of AI models gaining a deeper understanding of the numerous variables of construction, including client preferences, regulations, budget constraints, and construction methodologies, is groundbreaking. As AI continues to evolve, it could lead to the conception of buildings that harmonise these often-conflicting criteria, paving the way for design solutions previously unimagined."
CIOB Artificial Intelligence (AI) Playbook 2024
7


Holy grail of increased productivity
Existing challenges in delivering today's project pipeline
Tight labour markets that will not change in the near-term
"An increase in productivity is needed"
history tells us this will be extremely challenging
Focus on technology that streamlines and accelerates engineering, procurement, and construction
AI e.g. generative design and scheduling; predictive maintenance; route optimization; resource management; automated safety and quality control)
McKinsey & Company
Delivering on construction productivity is no longer optional

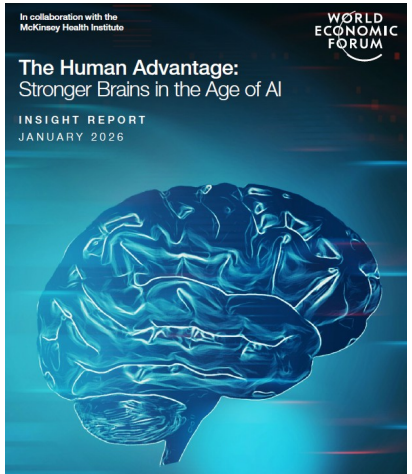

The Enterprise AI Playbook
Lessons from 51 Successful Deployments


Artificial Intelligence Index Report
2026
AI
HAI
Stanford University
Human-Centered Artificial Intelligence

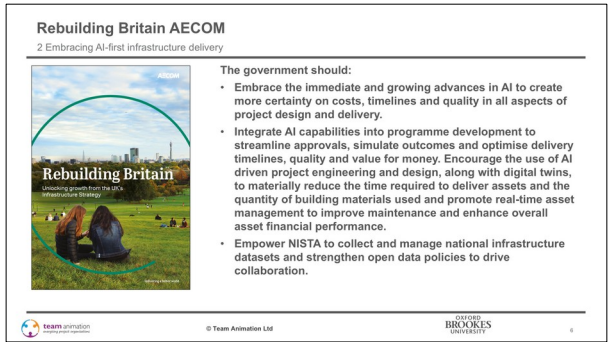

APM
Association for Project Management
AI in the Boardroom
Because when projects succeed, society benefits

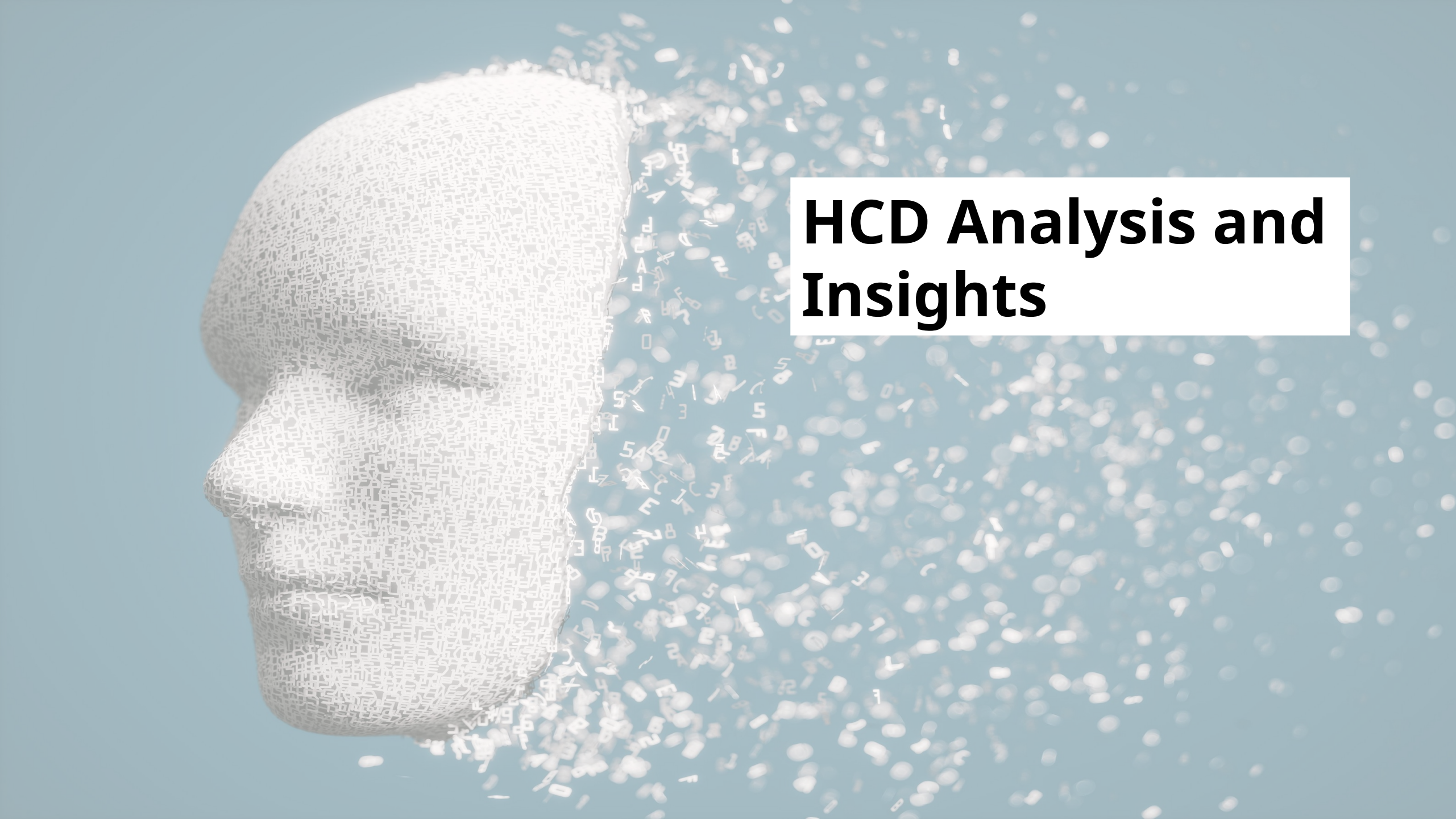

RIBA AI Report
2025
RIBA
Architecture.com


Google
Intelligent AI Delegation
Nenad Tomašev, Matija Franklin and Simon Osindero
Google DeepMind
AI agents are able to tackle increasingly complex tasks. To achieve more ambitious goals, AI agents need to be able to meaningfully decompose problems into manageable sub-components, and safely delegate their complexities across to other AI agents and humans alike. Yet, existing task decomposition and delegation methods rely on simple heuristics, and are not able to dynamically adapt to environmental changes and robustly handle unexpected failures. Here we propose an adaptive framework for intelligent AI delegation - a sequence of decisions involving task allocation, that also incorporates transfer of authority, responsibility, accountability, clear specifications regarding roles and boundaries, clarity of intent, and mechanisms for establishing trust between the two (or more) parties. The proposed framework is applicable to both human and AI delegators and delegatees in complex delegation networks, aiming to inform the development of protocols in the emerging agentic web.
Keywords: AI, agents, LLM, delegation, multi-agent, safety
1. Introduction


In collaboration with the McKinsey Health Institute
WORLD ECONOMIC FORUM
The Human Advantage:
Stronger Brains in the Age of AI
INSIGHT REPORT
JANUARY 2026


McKinsey & Company
Strategy & Corporate Finance Practice
Building leaders in the age of AI
Leadership is always critical—but AI is making it more important than ever.
by Bob Sternfels, Barge Brendle, and Daniel Pacthod


Rebuilding Britain AECOM
2 Embracing AI-first infrastructure delivery
Rebuilding Britain
Unlocking growth from the UK's Infrastructure Strategy
The government should:
Embrace the immediate and growing advances in AI to create more certainty on costs, timelines and quality in all aspects of project design and delivery.
Integrate AI capabilities into programme development to streamline approvals, simulate outcomes and optimise delivery timelines, quality and value for money. Encourage the use of AI driven project engineering and design, along with digital twins, to materially reduce the time required to deliver assets and the quantity of building materials used and promote real-time asset management to improve maintenance and enhance overall asset financial performance.
Empower NISTA to collect and manage national infrastructure datasets and strengthen open data policies to drive collaboration.
team animation
© Team Animation Ltd
OXFORD BROOKES UNIVERSITY



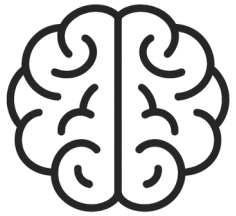
HCD Analysis and Insights


Question
Avg
1.1 Level of anxiety towards AI* 45%
1.2 Level of knowledge of AI* 48%
1.3 Personal usage of AI 51%
1.4 Business usage of AI 49%
3.2 Confidence that professional judgement, ethical reasoning, and client relationships will sustain demand for project managers? 65%
3.3 Likelihood that AI adoption will significantly reduce professional professional fees within the next five years? 56%
3.4 Competitive advantage that early AI adoption will provide to firms, relative to traditional differentiators such as talent, reputation, and brand? 70%
Data is good but insight and discussion is better!
Survey <> our experience
MeetingQuality

Human-Centric Data (HCD) – today with a focus on AI

Projects fail, or succeed, because of the **feelings, beliefs & perceptions** of those involved, their consequent **decisions & behaviours** and the resulting **positive or negative outcomes.** The new field of HCD measures these factors and enables project leaders to **identify, get ahead of and control problems earlier**.

Feelings, beliefs & perceptions

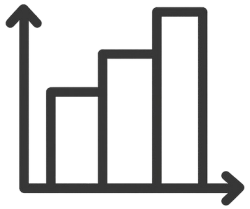


Changes the context

Strong / **Weak (or not so** weak) **signals**

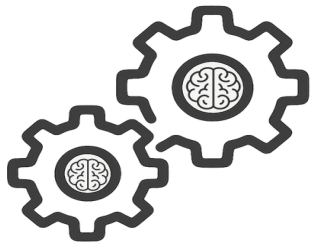
Today we are applying the Diagnostic element of HCD to AI

PM outcomes
(Schedule, scope, benefits and cost)



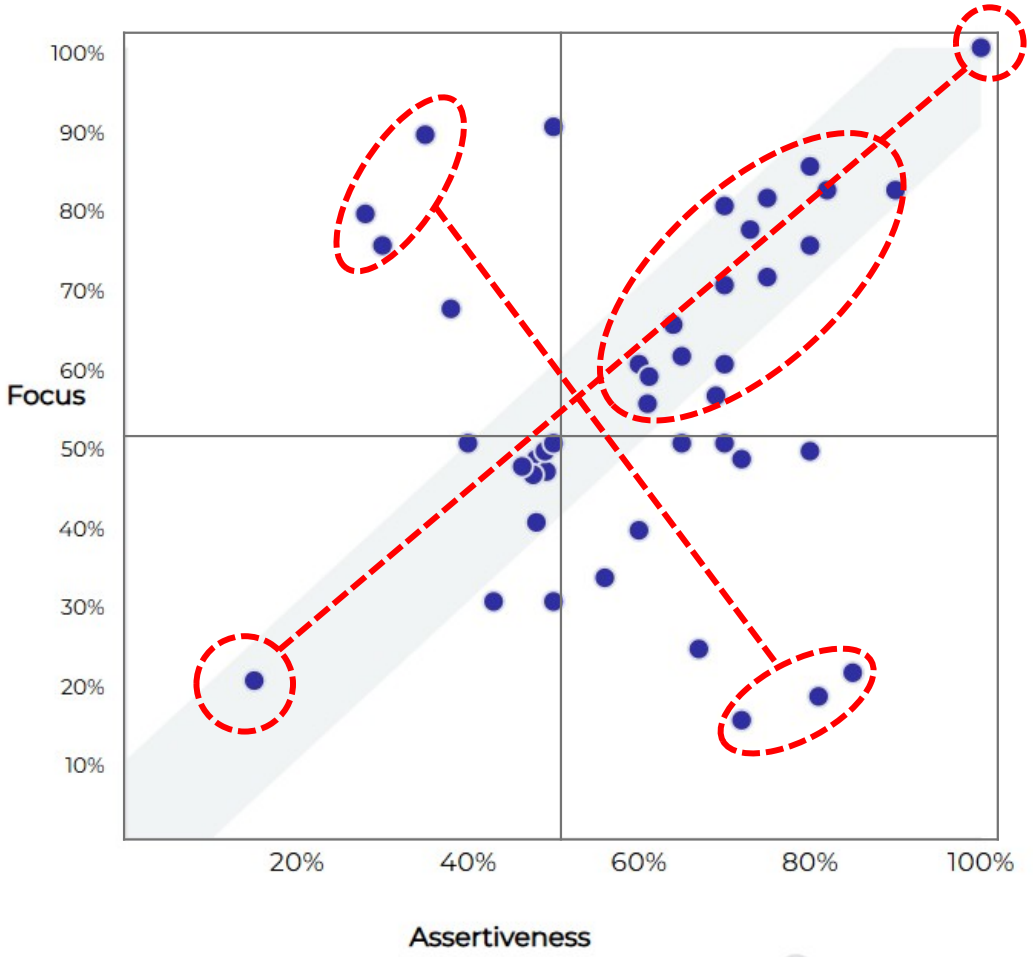
+ve or –ve impact

Decisions & behaviours

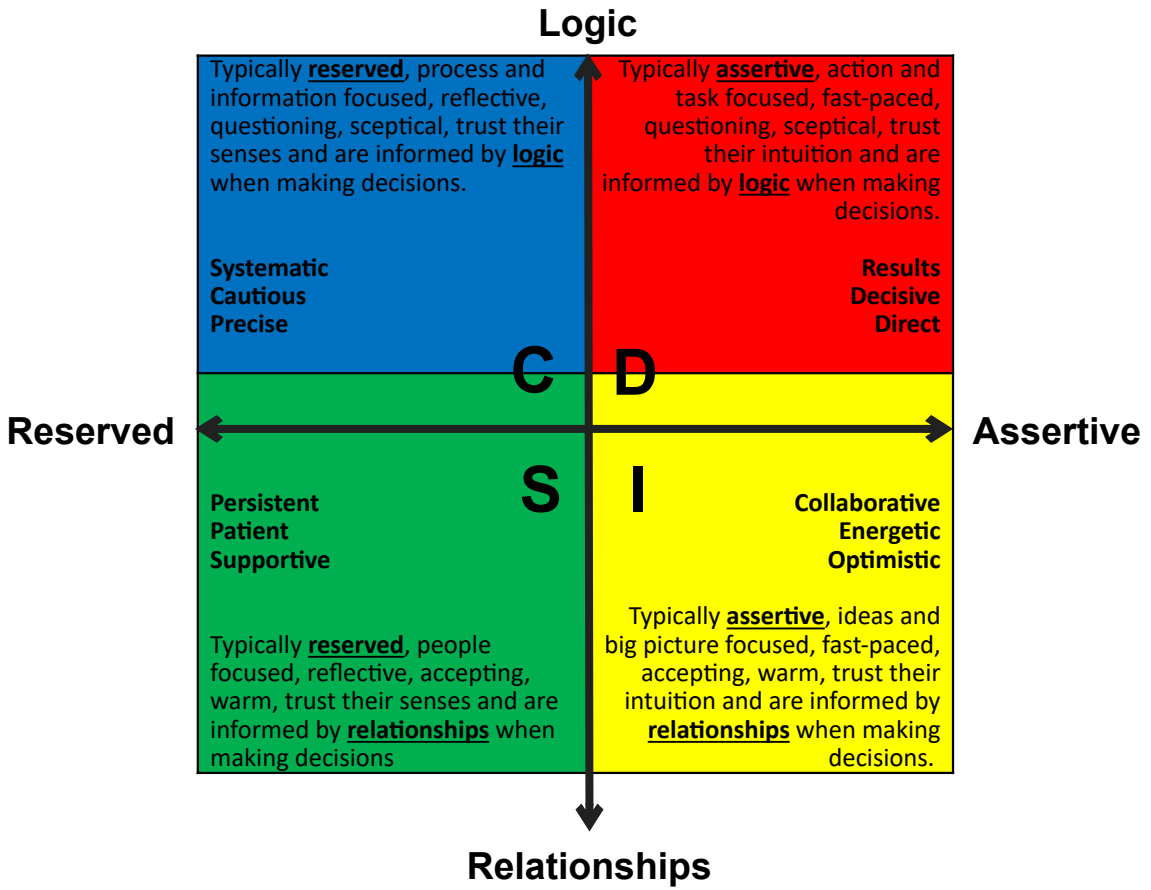


The impact of personal style

People have different **feelings, beliefs & perceptions** about AI and any other topic impacting the decisions they make and their behaviours

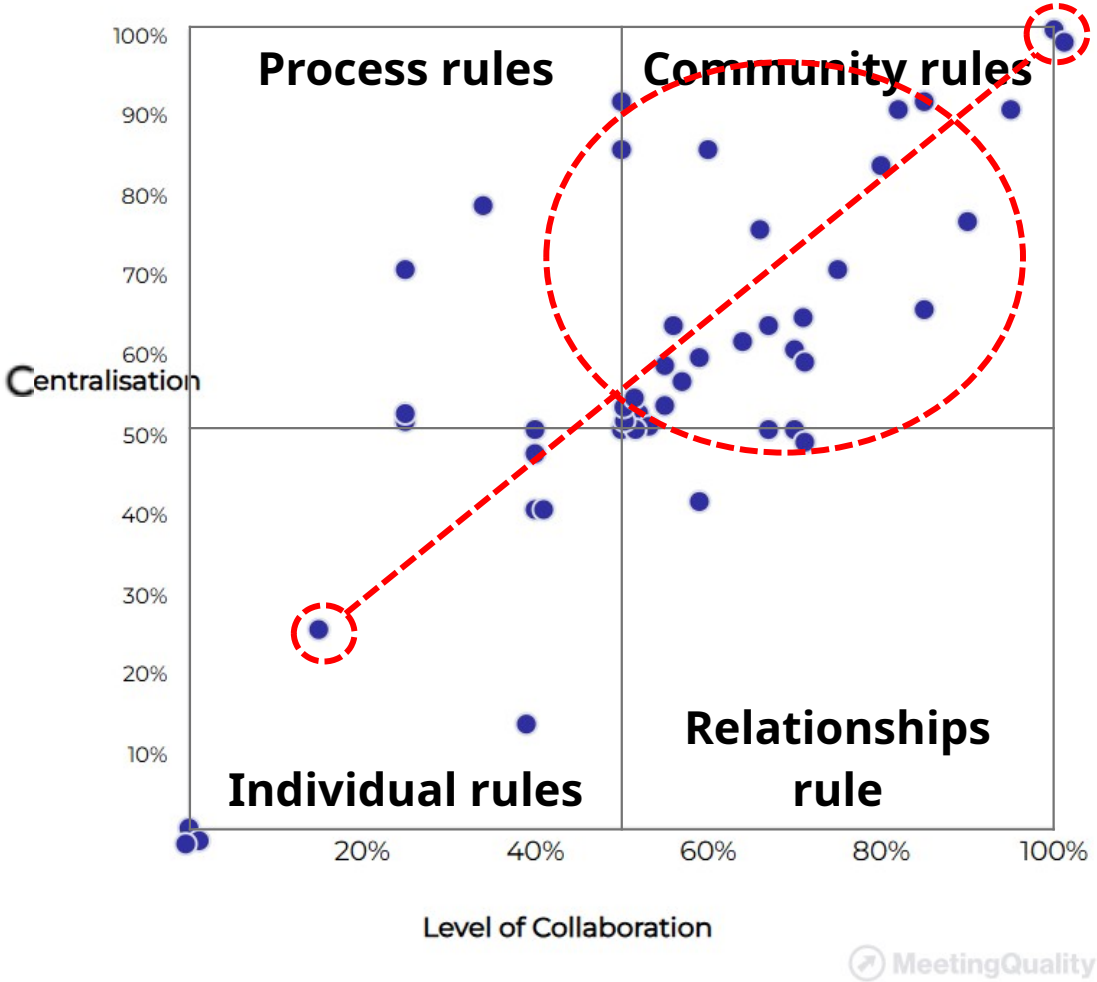


MeetingQuality



The impact of varied organisational cultures

Most people work in a centralised and in particular “Community rules” culture that will influence the decisions they make and their behaviours around AI



MeetingQuality

Process rules

Low level of collaboration and high level of centralisation.
Organisation has:

- Defined structure and hierarchy for decision-making
- Low cross-functional working or organisational networking opportunities or facilitation

What type of Project Leader/Leadership thrives in this culture?

- Highly structured and organised, process driven
- Recognises project governance team and sponsor critical to success
- Feeds up, waits for and accepts decisions from more senior level
- Recognises his/her power may come from the size and status of the project
- Works well with influence and power based on position, role or title
- Networking and relationship building not as important as formalised authority

Community rules

High level of collaboration and high level of centralisation.
Organisation has:

- Defined structure and hierarchy for decision-making
- High incidence of cross-functional working or organisational networking opportunities or facilitation.

What type of Project Leader/Leadership thrives in this culture?

- Able to insert self easily into established processes and structures, and work well within these parameters
- Flexibility and adaptability
- Organisationally intelligent: understanding power bases, influencers, able to build strong relationships and networks to own advantage and the advantage of the project

Individual rules

Low level of collaboration and low level of centralisation.
Organisation has:

- Delegated authority and decision-making to appropriate levels and/or locations
- Low cross-functional working or organisational networking opportunities or facilitation.

What type of Project Leader/Leadership thrives in this culture?

- High self-reliance and can develop support networks and relationships for self, team and project
- Can work with ambiguity and uncertainty

Relationships rule

High level of collaboration and low level of centralisation.
Organisation has:

- Delegated authority and decision-making to appropriate levels and/or locations
- High incidence of cross-functional working or organisational networking opportunities or facilitation.

What type of Project Leader/Leadership thrives in this culture?

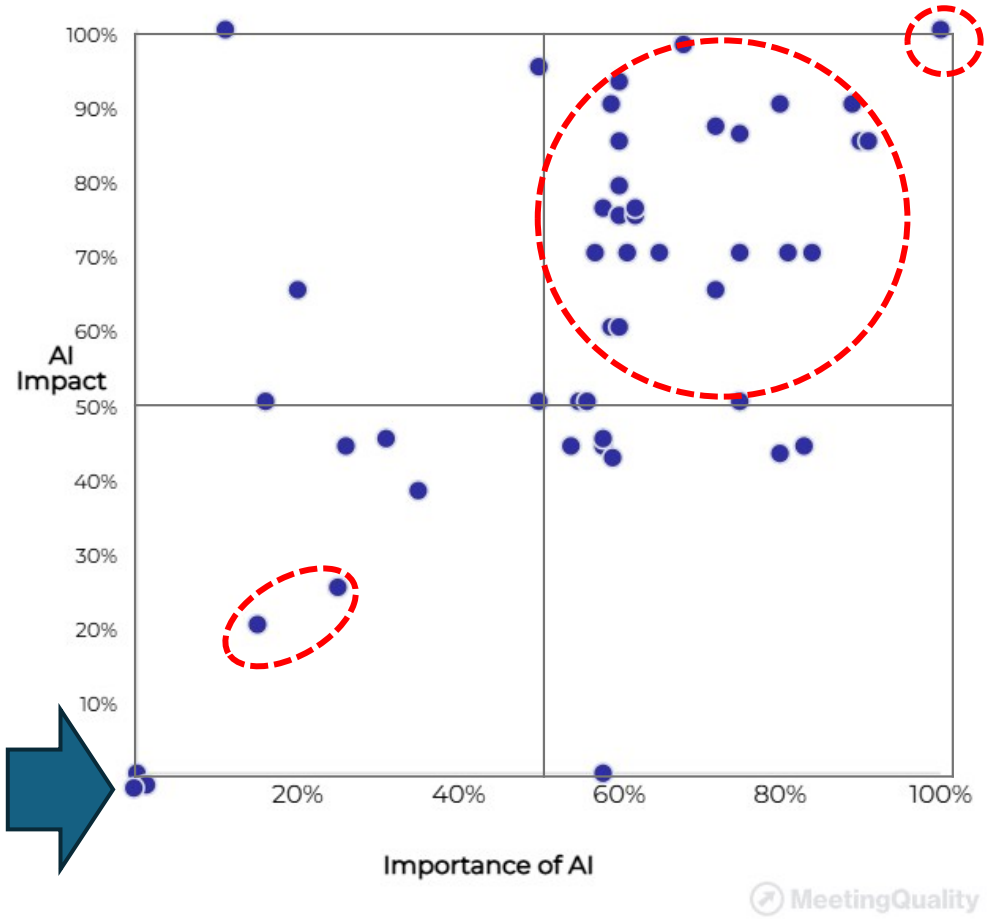
- Organisationally intelligent: understanding power bases, influencers, able to build strong relationships and networks to own advantage and the advantage of the project

Level of centralisation: Low — High

Level of collaboration: Low — High

Personal Perspective

Importance and Impact

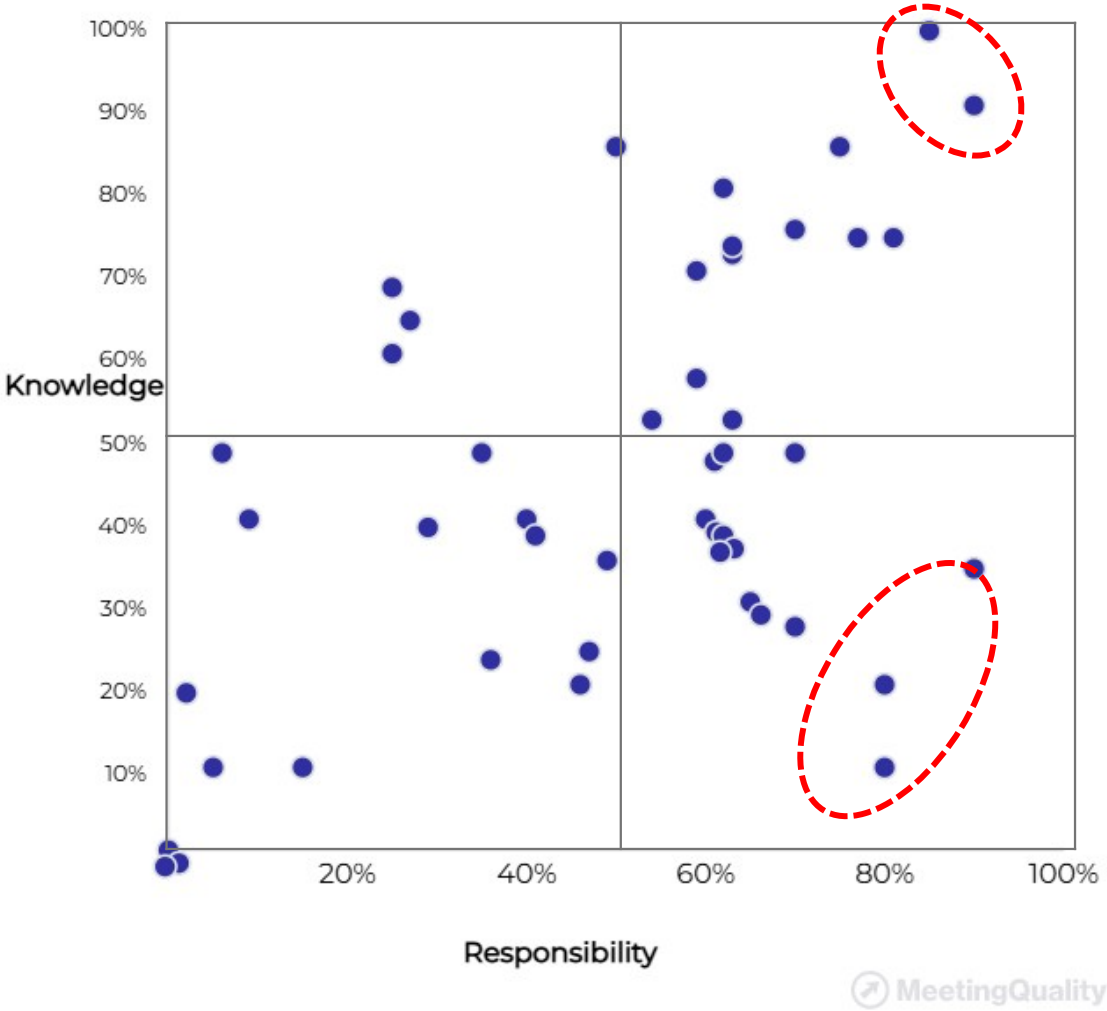


- **Importance** of AI in your career
- **Impact** of AI on the project management profession

Career and profession interests aligned

Mixed set of beliefs that must be uncovered, discussed and impact on the decisions made

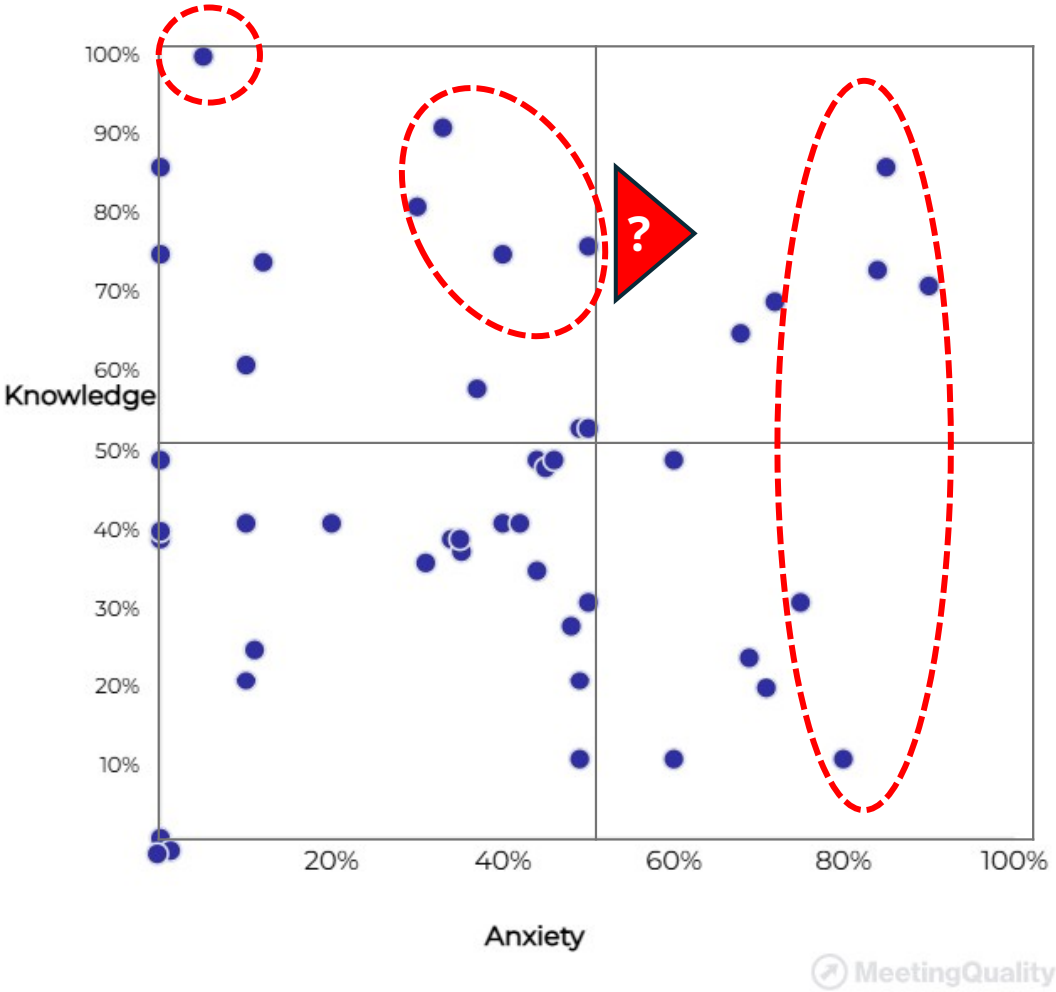
Knowledge and Responsibility



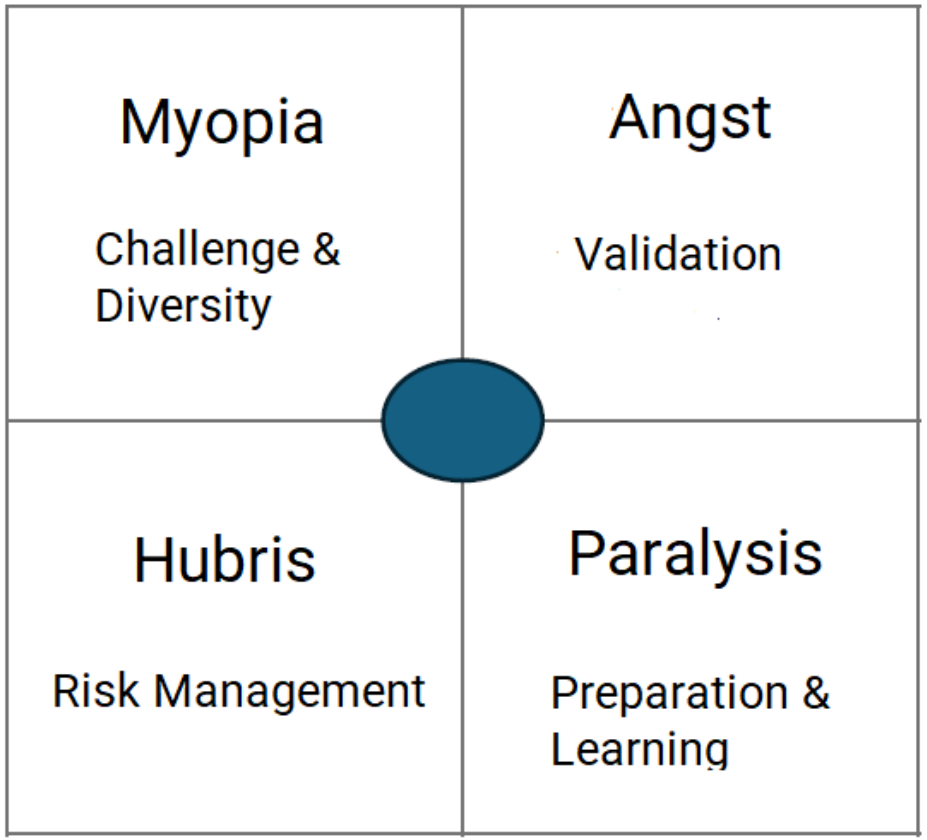
- Level of **knowledge** of AI
- Your level of **responsibility** to change <u>business processes</u>

"The more power you have, the more you must act with good judgement and moral character"
Aristotle *(simplified)*

Anxiety and Knowledge

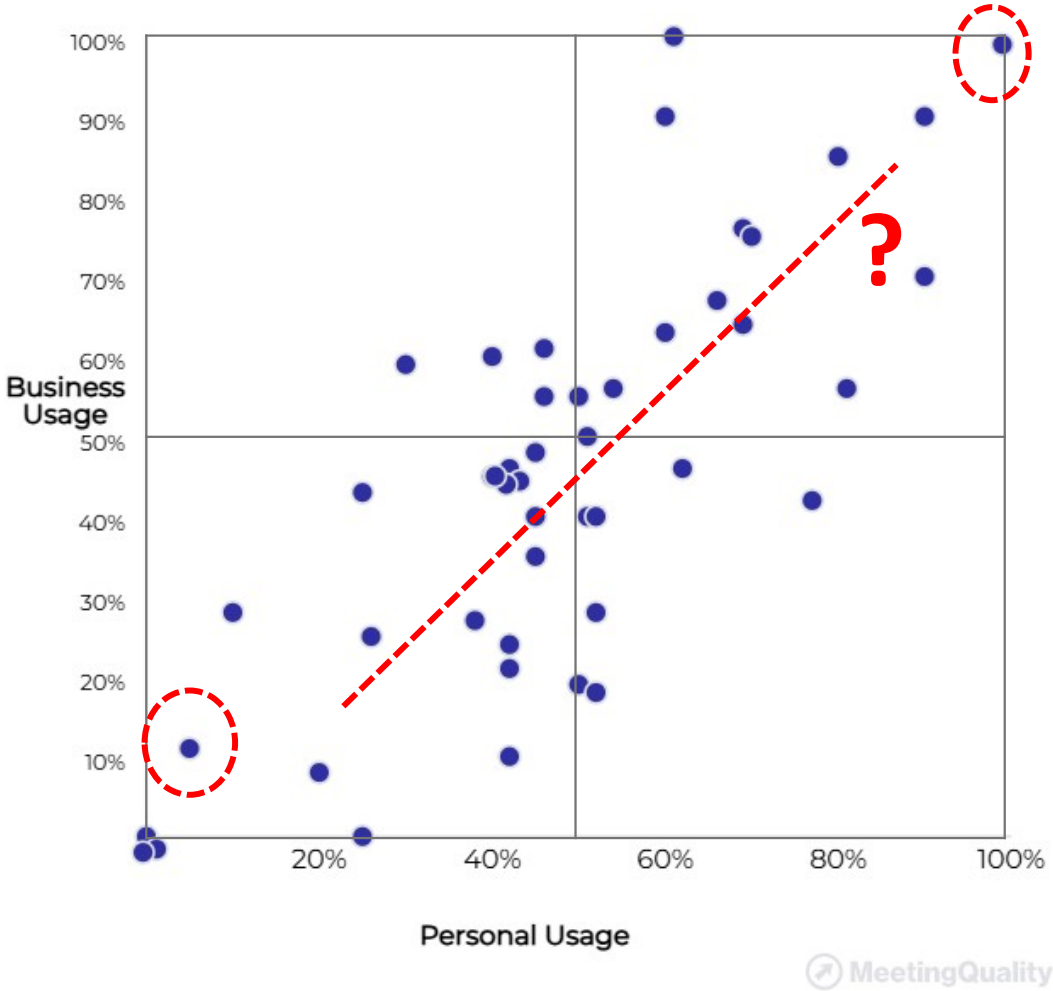


- Level of **knowledge** of AI
- Level of **anxiety** towards AI



Adapted from "The Power of Doubt" - Prof. M Smets University of Oxford

Personal and Business Usage of AI



Which state are you in?

Curious but cautious

Low knowledge/use; anxiety or uncertainty; needs examples and safe entry points.

Practical experimenter

Moderate/high personal use; value emerges through hands-on problem solving.

Strategic believer

High future-success and advantage scores; need governance and ownership to convert belief into action.

Overloaded adopters

High perceived importance and responsibility, but high mental workload; needs simplification and support.

Organisational Perspective

The Landscape in 2026

Ever changing > Accelerating
> Impossible to “be ahead of”

AI Capability is Accelerating

88%
Organisational Adoption

90%+
Industry-Led Models

60%→100%
Coding Performance

Key Implementation Challenges

77%
Organisational Challenges

61%
Failed Before Success

88%
Unlocked Data with LLMs

Start with Strategy, Not the Tool

What decisions are we trying to improve?

What decisions are we trying to improve?

Where do our projects actually need help?

Where do our projects actually need help?

What value are we trying to create?

Which use cases are worth prioritising?

What makes AI work? Not the model alone. 77% of the hardest challenges were change, data or process issues, and 61% of successful teams had already failed at least once.

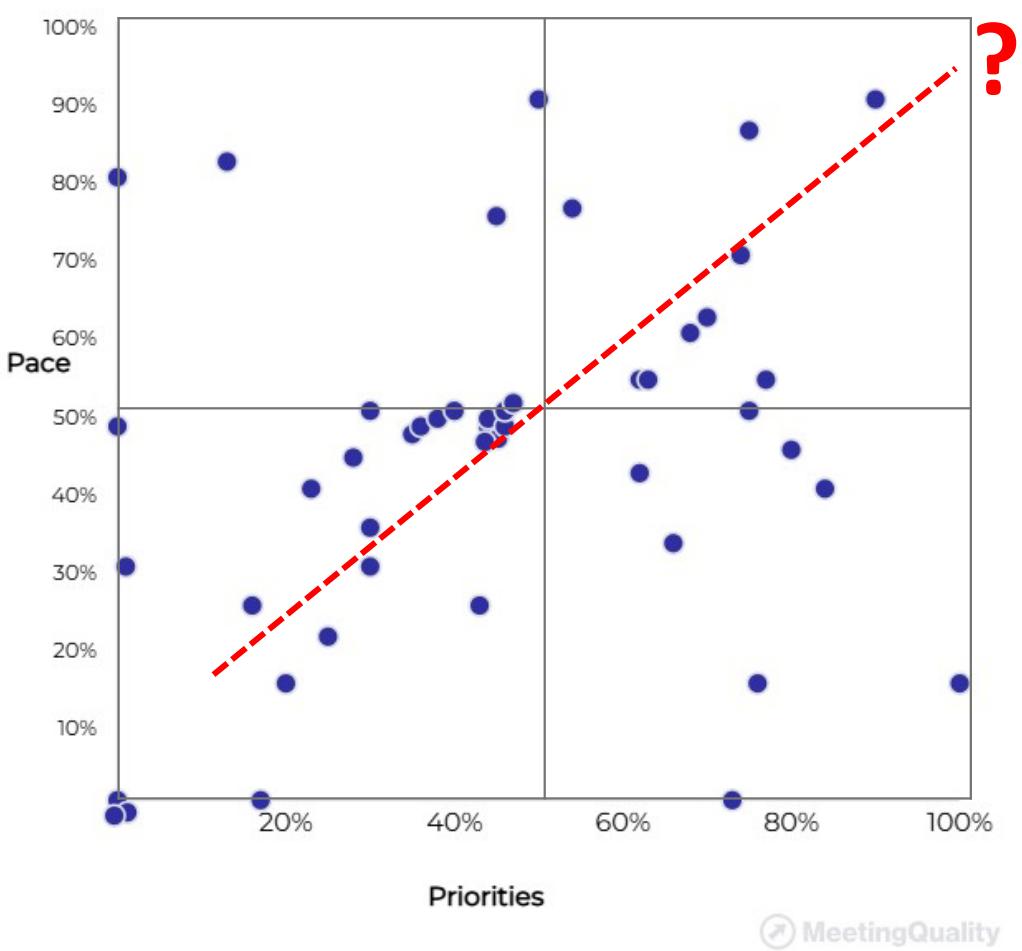
What Needs to Be in Place First

Structured Project Data	Source Systems & Ownership	Baseline AI Knowledge	Governance & Responsible Use
			
Clear, organized information	Defined systems & access controls	Team training & awareness	Data assurance & ethical use

6%	**88%**	**91%**	**59%**
Fully AI-ready data	Unlocked inaccessible data	Processed unstructured data	Unlocked data with LMs

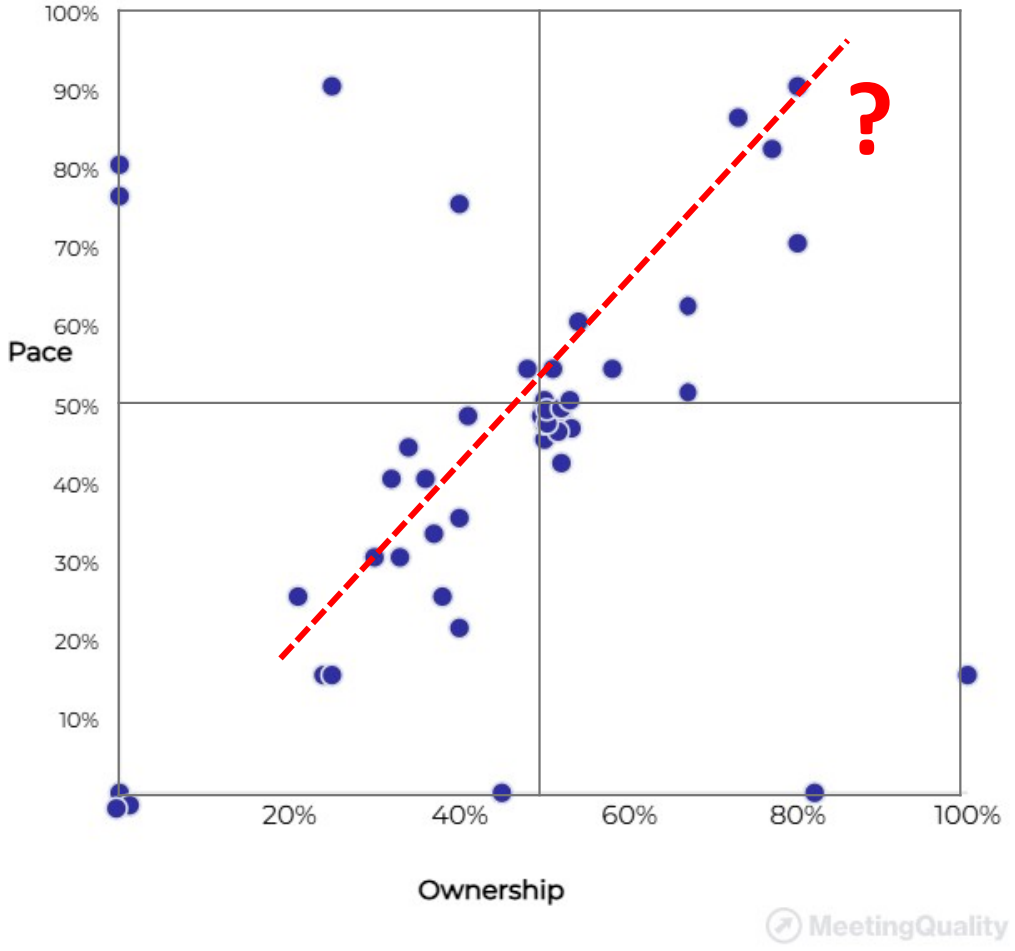
Pace and Priorities

- **Pace** at which AI is being adopted
- Clarity of **priorities** around AI



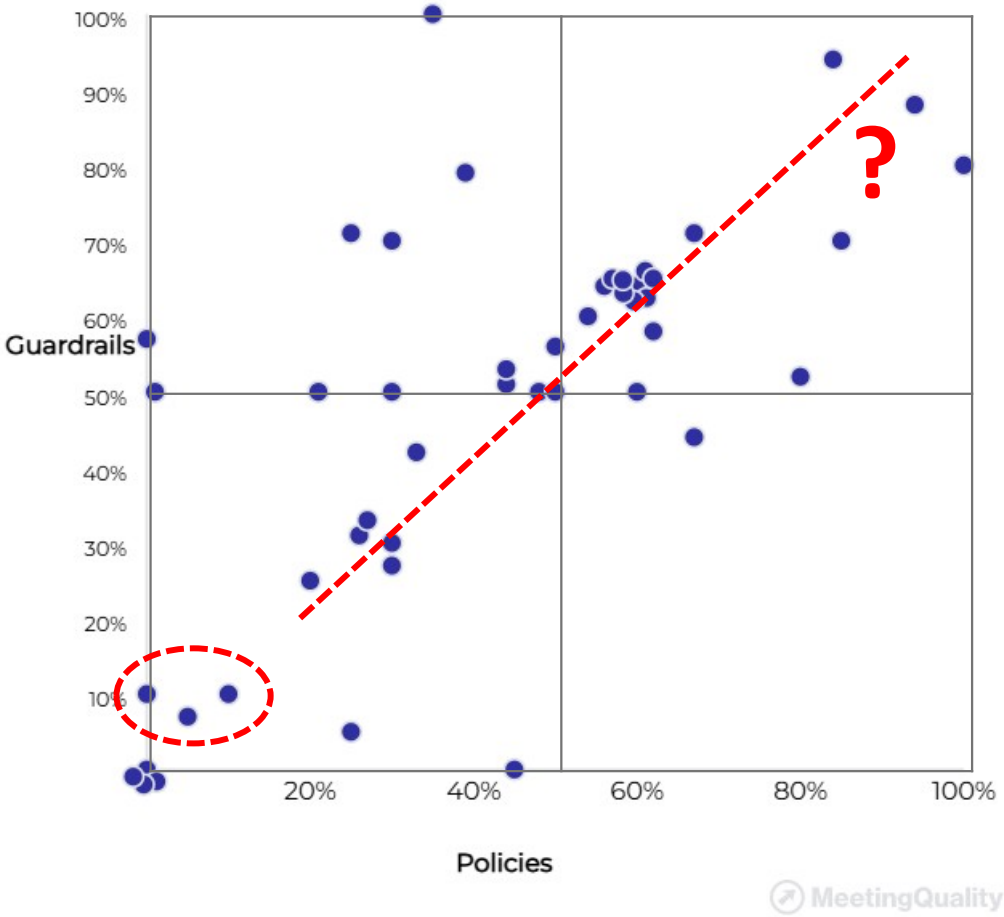
Pace and Ownership

- **Pace** at which AI is being adopted
- Clarity of **ownership** and direction of AI



With clear **ownership** and **priorities** comes greater pace of AI adoption and the opportunity to deliver value – answering the WHY

Guardrails and Policies

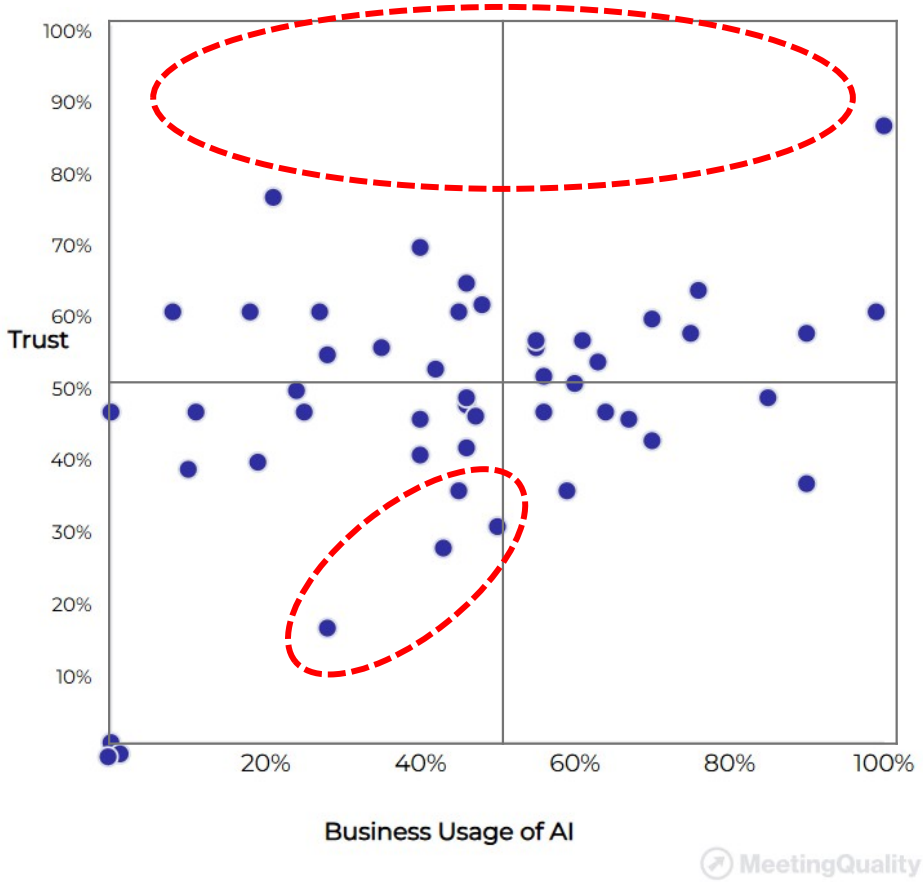


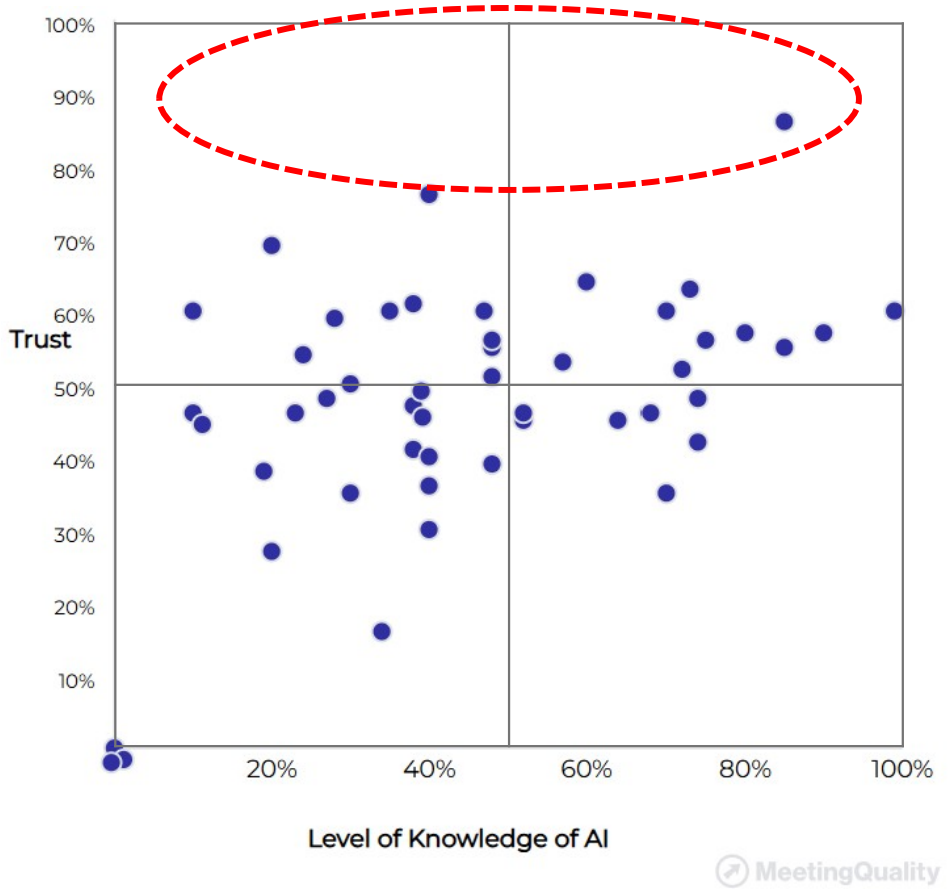
- Maturity of **policies** related to AI
- Robustness of **guardrails** in place around the use of AI

The secret is crafting policies, including guardrails, that do not constrain experimentation but encourage…safely!!

What is the level of trust in AI?

Assessing and monitoring trust within an organisation is critical during adoption





Where This Can Go in Practice

WSP Generative Design

AI-powered Design Optimisation

AI for Site Data Capture

Tilbury Douglas

AI-Enabled Site Monitoring & Reporting

Connected Schedule Intelligence

Nodes & Links

AI-Driven schedule analysis

Structured Scoring & Modelling

Dashboards & Predictive Insight

Practical examples already span design optimisation, project prioritisation, site monitoring and *data analytics.*

AI as a Decision Assistant

Structured, Real-Time Analysis

Structured, Real-Time Analysis

Faster reporting and better insights

Human Oversight & Accountability

Review, approve and remain accountable

12% → 66%	**71%**	**Responsibility Remains with People.**
AI Agent Success	Productivity Gain	

What Value Are We Trying to Get?

Structured Decisions

What decisions are we trying to improve?

Better Visibility & Assurance

Where do our projects need help?

Faster Response & Less Admin

Faster response and less admin burden

Better Client Outcomes

Better client outcomes

Not Just Cost Reduction

AI can support better *decisions, but responsibility for outcomes remains with people.*

WSP AI and Digital Capability Across the Lifecycle

Define

- Objectives & Business Case
- Portfolio Prioritisation (**SPOT**)
- Generative Design

GoldSET
Strategic Routing

Deliver

- Autodesk *Construction*
- Microsoft *Collaboration*
- nPlan *Forecasting & Risk*

Operate / BAU

- AI Asset Intelligence
- Spatial Optimization
- Advanced Analytics

SPOT / Gurobi Optimization

Decision Support & Optimization Across the Lifecycle across the Lifecycle

SPOT Portfolio Prioritisation
GUROBI OPTIMIZATION
Microsoft
nPlan
GUROBI OPTIMIZATION
DAISY Generative Design

Copilot Define → Copilot Deliver → Copilot Operate / BAU

Our digital capability spans the project lifecycle.

Be Wise to the Reality — AI is Not Magic

Data Maturity & Process Gaps

Governance & Regulatory Constraints

Data Maturity & Process Gaps

Information Overload & False Confidence

Bias, Trust & Over-Reliance

Review, approve and remain accountable

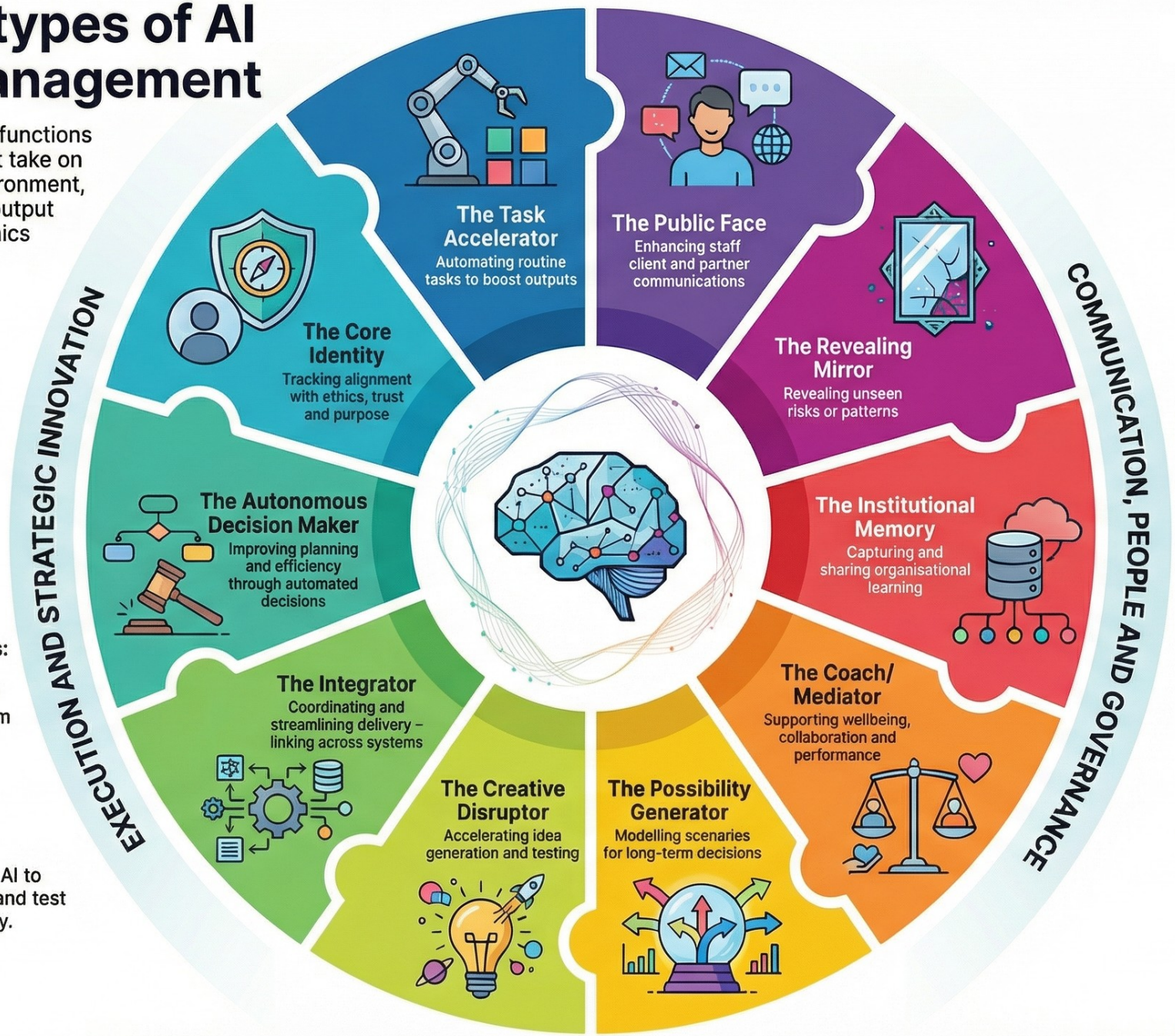
Human Accountability Remains

AI can support better decisions, but responsibility for outtomes remains with people.

Organisational Archetypes Perspective

The 10 Archetypes of AI for Project Management

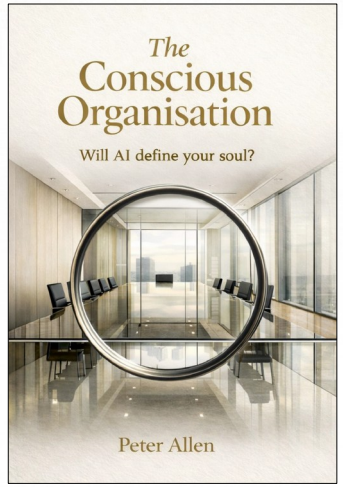
AI acts as more than just a tool; it functions through specific "archetypes" that take on distinct roles within a project environment, ranging from automating routine output to safeguarding organisational ethics and institutional knowledge.



Streamlining Project Delivery: Use the Task Accelerator and integrator to automate routine tasks and coordinate across systems.

Modelling Future Scenarios: Leverage the Possibility Generator and Autonomous Decision Maker for long-term planning and efficient decision-making.

Creative Disruption: Utilise AI to accelerate idea generation and test new project concepts rapidly.



Enhancing Human Dynamics: The Coach/Mediator and Public Face improve wellbeing, collaboration, and stakeholder communications.

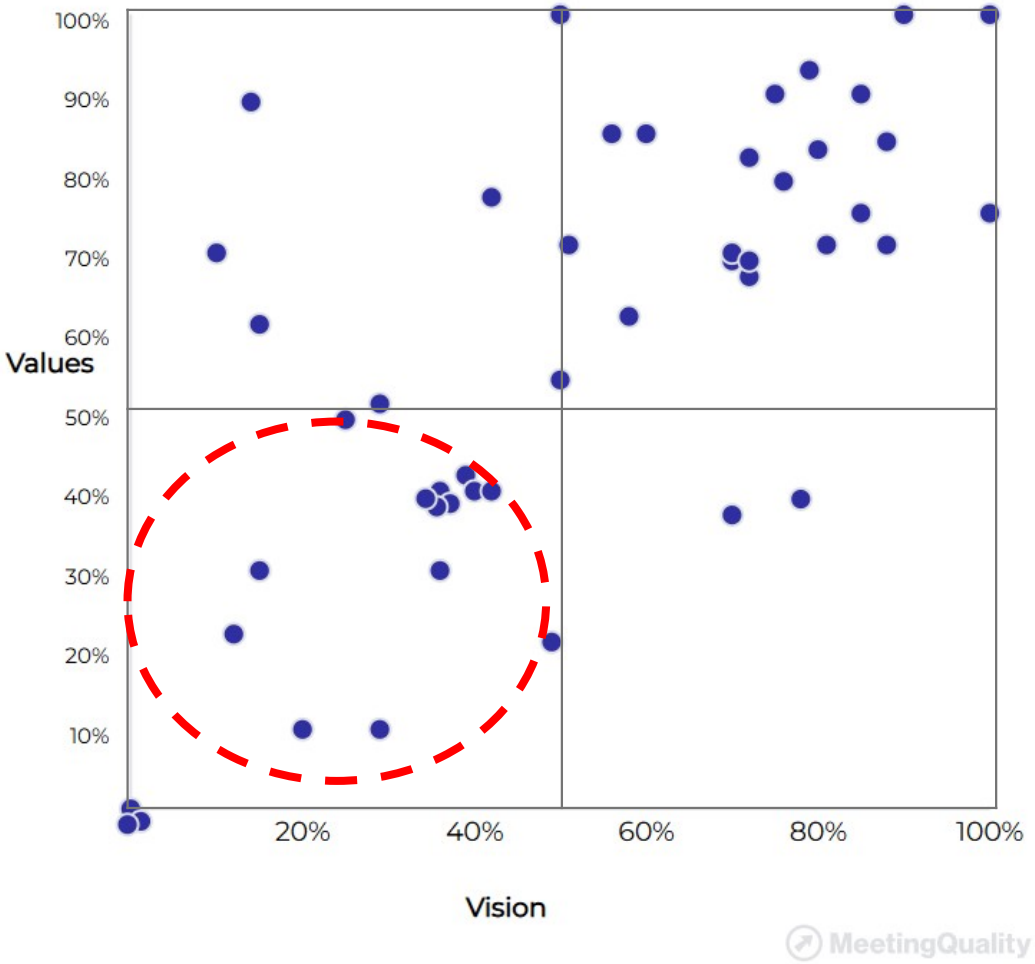
Protecting Organisational Integrity: The Core Identity and Revealing Mirror ensure alignment with ethics and uncover hidden risks.

Institutional Memory: AI captures and shares organisational learning to prevent knowledge loss across project lifecycles.

© Peter Allen, 2025

NotebookLM

Organisational Vision and **Values / Ethics**



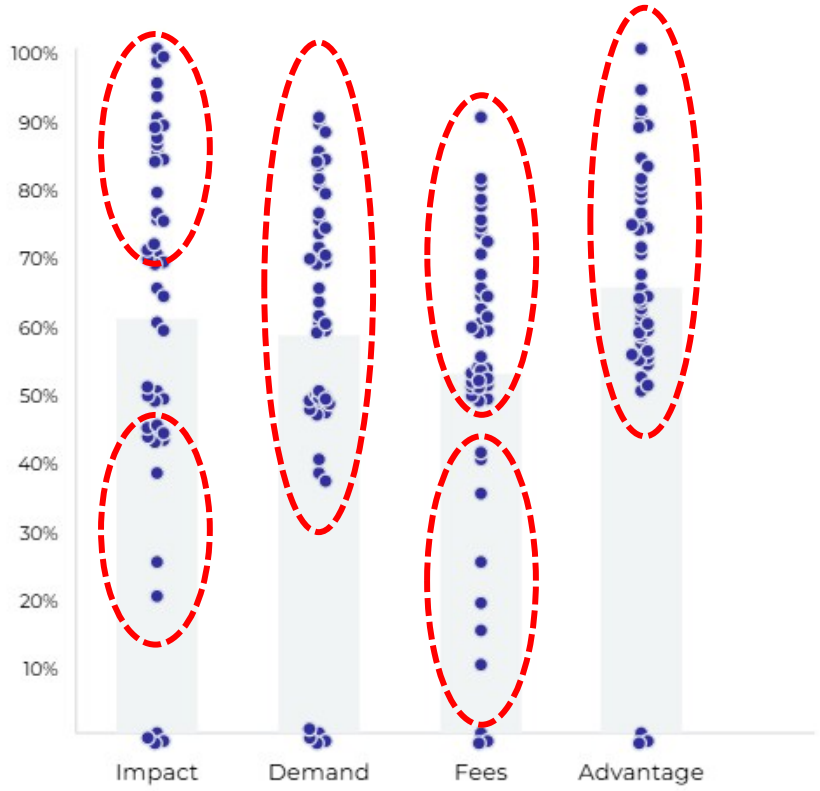
- Clarity of **ethics** and **values**
- Clarity of **vision** and **purpose**

If the organisation does not have clarity of its vision or ethics then how can it intelligently / successfully adopt AI?

Profession Perspective

3.1	**Impact** of AI on the project management profession	66%
3.2	Confidence that professional judgement, ethical reasoning, and client relationships will sustain **demand** for project managers?	65%
3.3	Likelihood that AI adoption will significantly reduce professional **professional fees** within the next five years?	56%
3.4	**Competitive advantage** that early AI adoption will provide to firms, relative to traditional differentiators such as talent, reputation, and brand?	70%

A perspective on the profession



MeetingQuality

Barriers and Suggestions

AI in Project Management:

Ready for impact, but not yet ready at scale

47

Survey Completions

Representing approximately 19% of the 250 conference attendeas, providing directional insights into the profession.

Directional Data Focus

The findings explore the relationship between personal capability, organisational readiness, and barriers to adoption.

What is Working

Strategic Importance

AI is widely recognised as a vital tool for future success and professional relevance.

Use Drives Value

Adoption is not theoretical; value is experienced most strongly by those who actively use the tools.

Competitive Advantage

Early adoption is seen as a key differentiator for both individuals and firms.

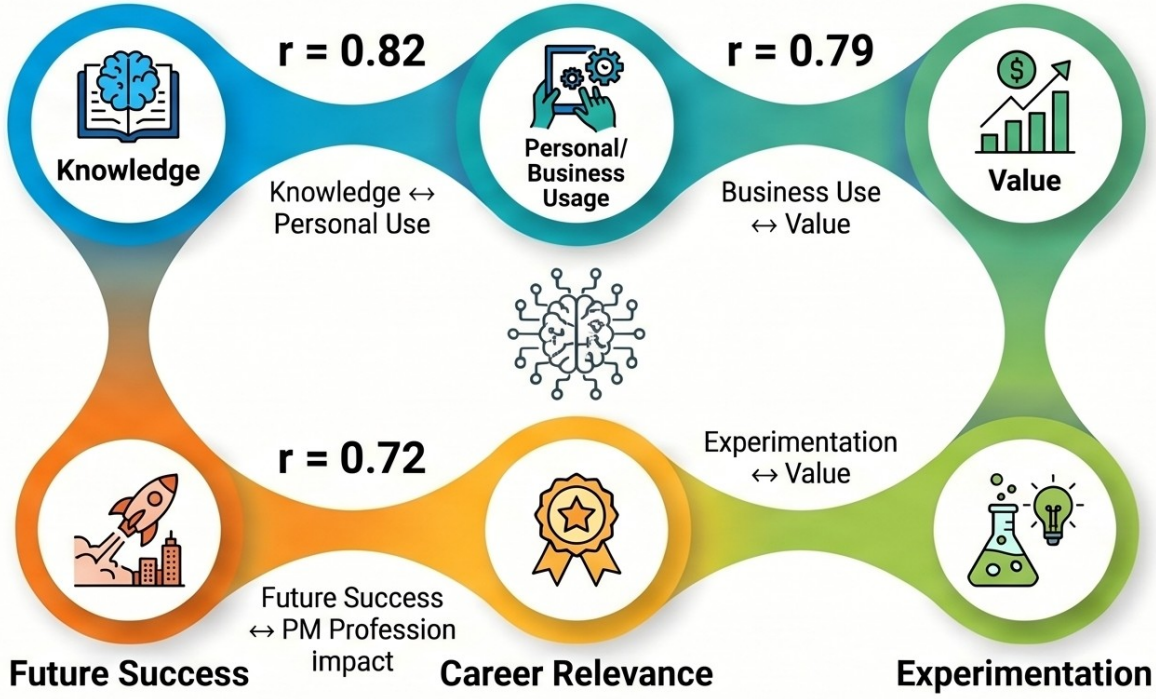
Human Judgement remains Central

AI is seen as an augmentation tool; professional judgement, ethics, and relationships remain essential to the role.

The Connected Adoption Engine

The Adoption Logic

A flow showing how **Knowledge** leads to **Personal/Business Usage**, which generates **Value** and leads to **Career Relevance** and **Future Success**.



> **Core Insight**
>
> **The challenge is not whether project managers believe AI matters.**
>
> The main hurdle is creating the specific conditions for confident, safe, and valuable use within the organisation.

What is Holding Adoption Back

Unclear Organisational Direction

Incomplete visions, shifting priorities, and a lack of clear ownership create uncertainty.

Cognitive Overload

AI adoption is often experienced as an additional mental load rather than a simplification of existing workflows.

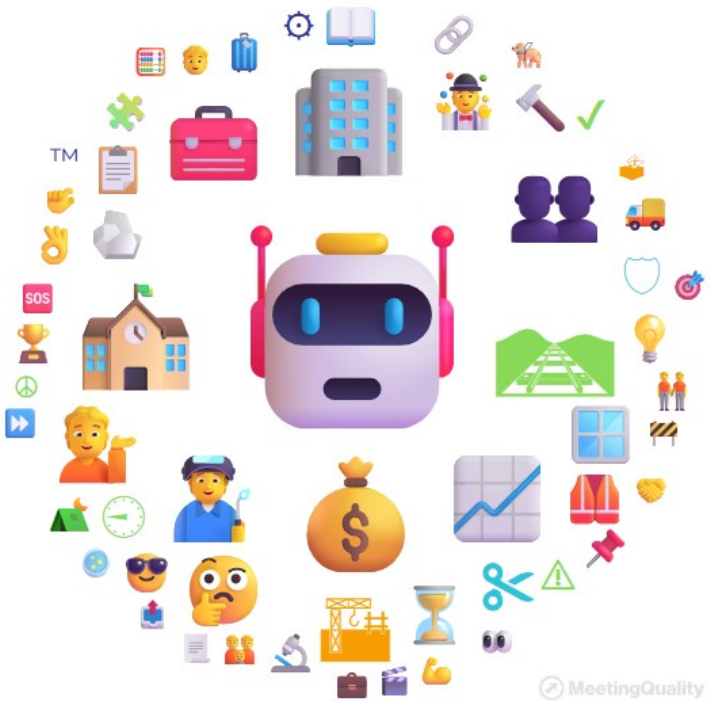
Governance & Data Gaps

Fragmented data, lack of maturity in policies, and weak guardraiis prevent safe experimentation.

Time Constraints

Professionals report a lack of allocated time and safe space to test and learn AI applications.

NotebookLM



Athens April 2026 Conference Suggestions

Emojis explained

The cloud below shows the words most frequently associated with each emoji in the
The most common of which are 🤖 ai 💰 value 🛤️ processes 🏢 company 🏫 training 🏃 improve 🧰 practical 👥 people 💪 support 🤔 problems 🏭 establish ⏳ time 🤏 simple capabilities 🪨 real 📋 data 🕒 day 🦺 safe.

Demonstrate value
Show concrete PM examples and success stories.

Train hands-on
Workshops, seminars, role-specific practice and expert support.

Define safe boundaries
Approved tools, low-risk lanes, clear policies and guardrails.

Improve data and process readiness
Fix weak processes and data foundations.

Assign ownership
Treat AI adoption as an internal project with dedicated people.

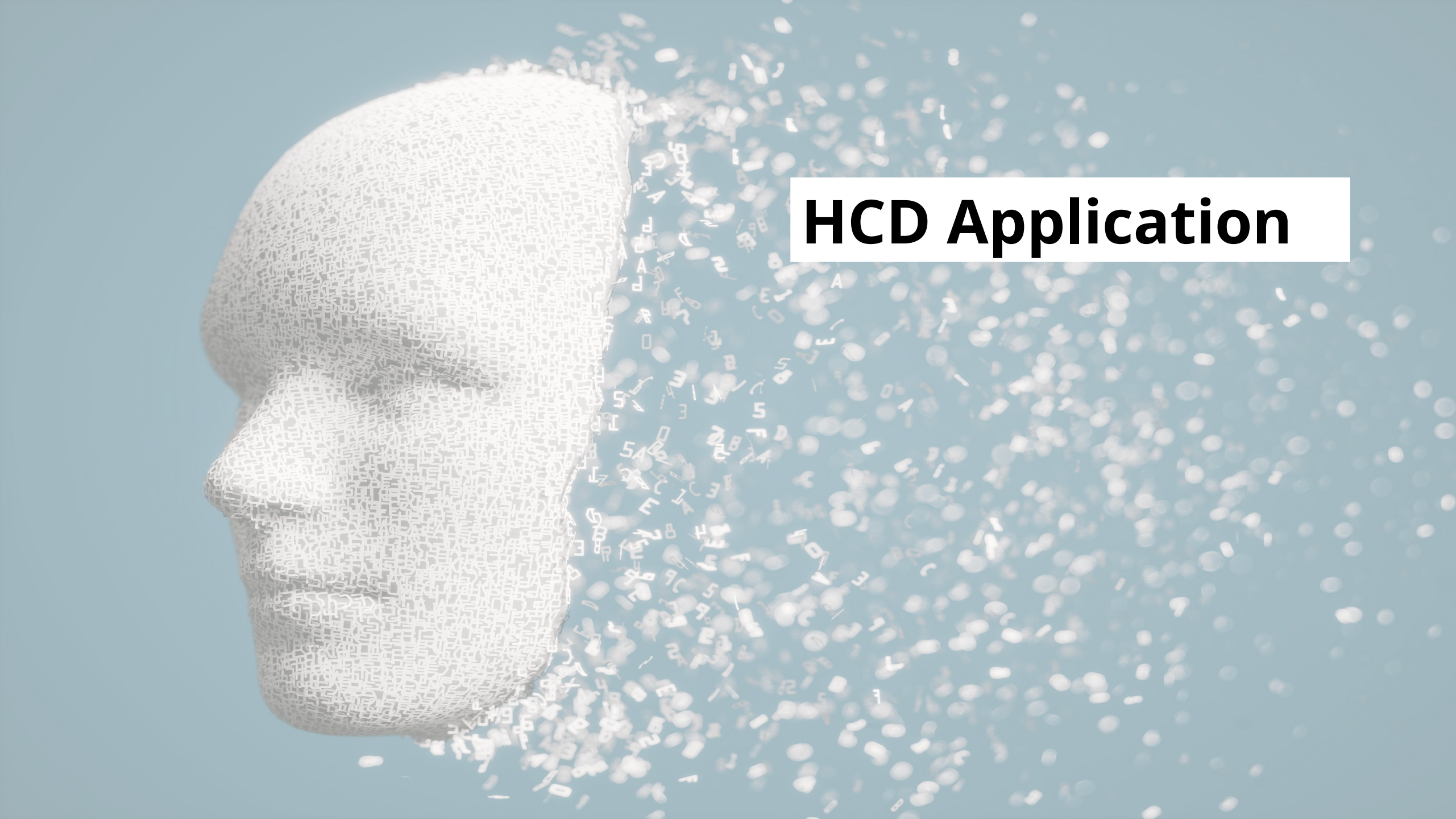
Embed into workflows
Use AI visibly in day-to-day work rather than as an extra layer.

Mindset / Toolset / Skillset

AI as Infrastructure

AI as a force multiplier

*"AI does not remove the PM role; it **raises the premium** on judgement, ethics, stakeholder confidence and value-led delivery."*



HCD Application

Applying HCD in the business context

1. AGREE OBJECTIVES - WHAT THE CLIENT WISHES TO ACHIEVE AND ANY REQUIREMENTS AND CONSTRAINTS

2. PLAN AND MOBILISE - WHAT, WHO, WHEN, WHERE ETC

3. DESKTOP STUDY - CLIENT AND RESEARCH MATERIALS

4. ONLINE DIAGNOSTICS - CHOSEN SET FOR THE CONTEXT FOR DIFFERENT STAKEHOLDER GROUPS

Typically a 3 month application – continuous, anonymous, transparent

5. INTERVIEWS - INVESTIGATION OF IDENTIFIED THEMES WITH REPRESENTATIVE STAKEHOLDERS

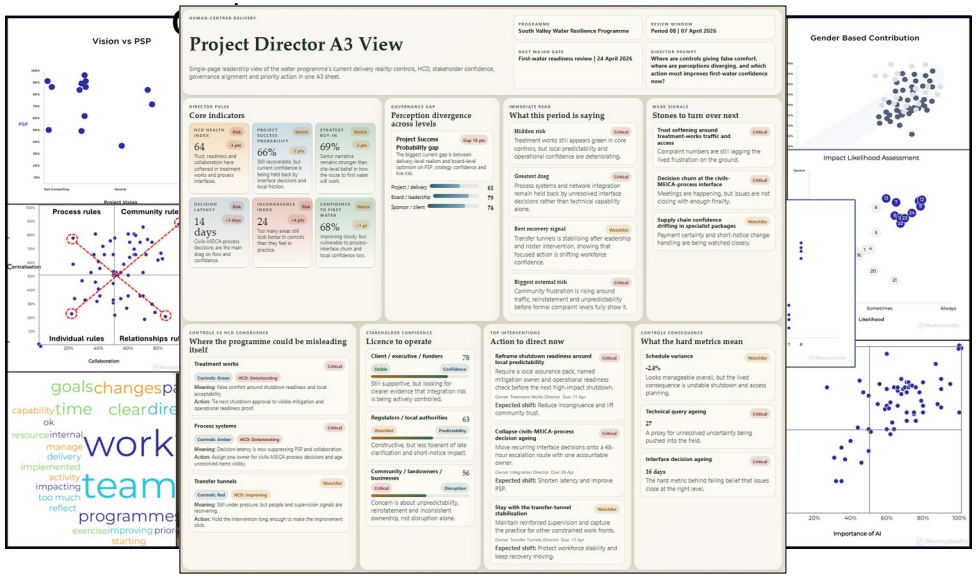
6. ONSITE WORKSHOPS, MEETINGS - EXPLORING / EXPANDING KEY THEMES FROM PREVIOUS STAGES

7. ANALYSIS AND FINAL REPORT - COLLATION AND PRODUCTION INCL. OBSERVATIONS / RECOMMENDATIONS AND PRESENTATION

8. IMMEDIATE FOLLOW-ON SUPPORT

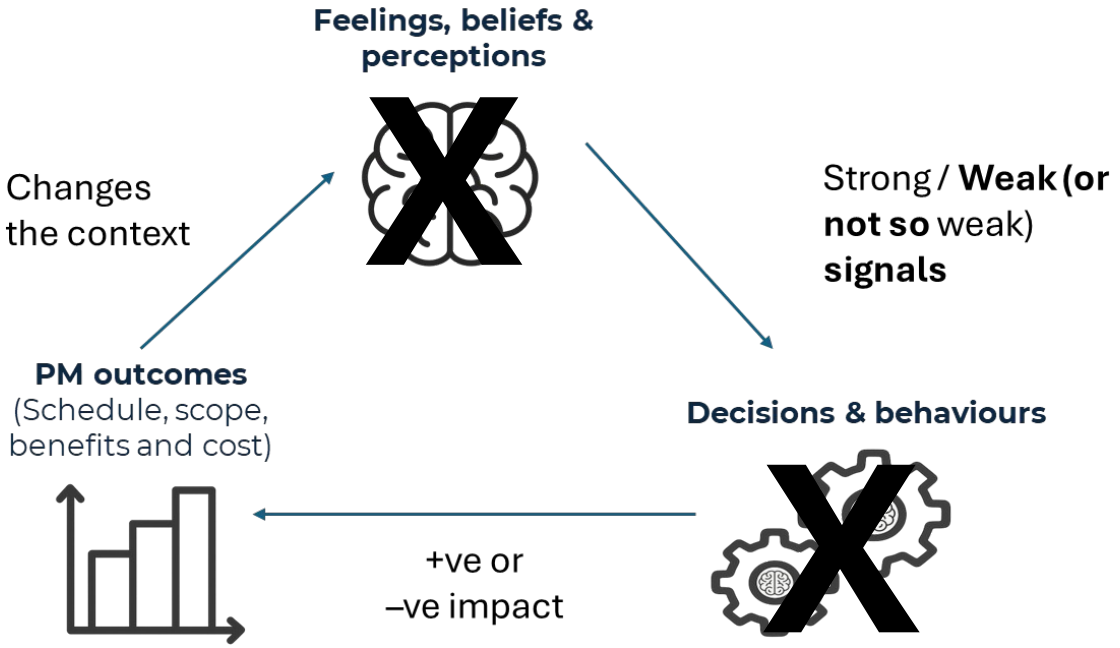
The part of the project "system" we are <u>not</u> measuring

HCD **enhances and augments existing project reporting and controls data** leading to improved



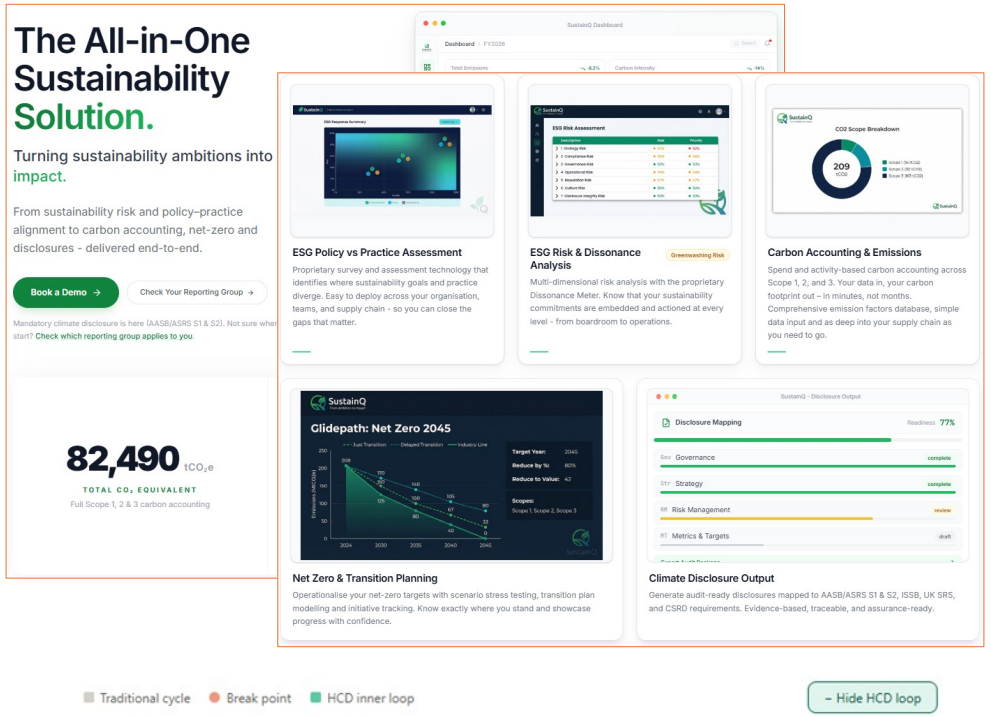
Critical role of Human-Centric Data (HCD) in improving the value from AI in the system

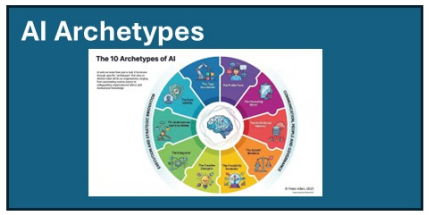
- AI does not have the necessary human-centric contextual data – **context poor**
- Without HCD it never will – **seriously diminishing the value** add and opportunity for greater productivity
- AI does not know **“WHY”** – HCD helps answer this



Wider HCD applications

- **ESG and Carbon reporting** decision making - working in UK and Sydney
- **Human-Centric AI Leadership Assessment (HAILS)**
- 2 Mega energy projects in Australia + 2 Mega energy projects in Sweden + Slovakia et al





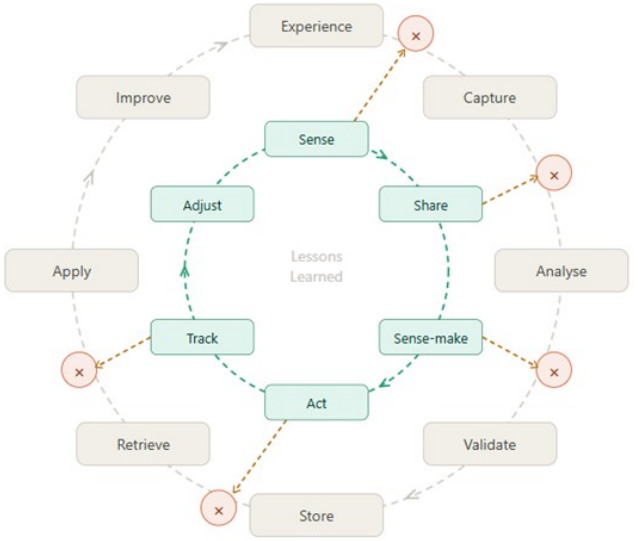
Assessment of what the organisation wishes AI to "be" and the priorities between different functions / levels and any dissonance between and risks associated

Based on proprietary Framework – includes **Cognitive Overload**, Org culture, psych safety, trust et al . Measuring feelings, beliefs through continuous, transparent anonymised Diagnostics running at different levels and functions of the organisation

Assessment of the types of barriers by degree and impact and actions to overcome where of importance / helping identify risks

…

AI Maturity



HCD in the context of KM / Lessons (rarely) Learned

Traditional asks: *"What happened?"* · HCD adds: *"What are we already sensing, but not yet saying?"*


What happens next?

From AI awareness to AI adoption: what should happen next?

Informed by your feedback and recent experiences advising clients

1. CLARIFY – Define where AI adds value

Focus on problems, not just tools

Start with "Which project management problems are worth solving?" rather than just looking for places to use AI.

Vision drives priority

Clarity of vision/ purpose

- Clarity of ethics (r = 0.70)
- AI priorities (r = 0.65)

High-value PM use cases

- Focus on planning, risk identification, stakeholder analysis, and automated reporting to improve decision support
- Automated reporting to improve decision support

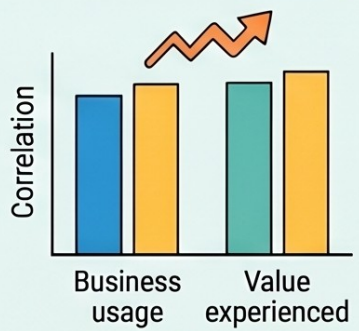
2. ENABLE – Build practical AI capability

Practicality over theory

Training must be role-specific, covering tasks like prompting for PM tasks, summarising meetings, and checking outputs for bias or "hallucinations".

Use leads to value

Training tied to real work, near-identical correlation (r = 0.79)



3. EXPERIMENT – Create safe spaces to test

Design experimentation, don't leave it to chance

Organisations must provide permission, examples, time, and boundaries for teams to test AI in low-risk areas.

The innovation lever

Opportunity to experiment

- AI knowledge and personal use (r = 0.82)
- Business usage (r = 0.75)

Structured testing methods

- Implement small pilots
- AI "clinics"
- shared prompt libraries to foster peer learning

4. GOVERN – Make AI safe to use

Governance accelerates adoption

Clear guardrails reduce uncertainty; they should define approved tools, data rules, and mandatory human review points.

Policies build confidence

Policy maturity — Robustness of guardraiis

move together (r = 0.70)

5. EMBED – Integrate into everyday workflows

Simplify, don't add

AI must be integrated into workflows to reduce cognitive overload; if it is merely "bolted on," it creates extra work and fatigue.

The risk of overload

Cognitive overload

- perceived pace of adoption (r = 0.47)
- organisational culture (r = -0.42)

Redesign the process

Move toward AI-supported meeting workflows, automated report drafting, and AI-assisted decision preparation

Final Conclusion

Core Insight

Beyond the Hype

The next step is practical adoption: clear use cases, safe experimentation, and strong governance to achieve better project outcomes.

Human + AI

"The future project manager is not replaced by AI; they use AI to improve judgement, delivery, and client value."

NotebookLM

Where we are sharing this in the next few months

+ multiple applications of the Diagnostic element