

From a National Survey in an Emerging Domain to a Global Chapter-Led Research Collaboration

An Organizational Governance Case Study

Research initiative governed by PMI Sweden Chapter

- National Swedish Survey, 2022
- Global Chapter-Led Research Project, 2023–2024
- AI in Project Management: One Year Later, 2025 and Beyond, published in 2025

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Foreword

Katarina Strömberg,
President and Sponsor, PMI Sweden Chapter

An idea, a spark that grew into a global movement. The initial idea to do a follow up interview of the authors of an interesting article grew into o global research initiative covering a subject that we now know is transforming the Project Management profession; Artificial Intelligence.

When Marily Nilsson approached me with the idea, both of us did not know what lay ahead. But as volunteers in PMI Sweden Chapter we did have an opportunity to pursue the idea. We both believed in the value of the effort for the Project Management community. And as the initiative evolved, based on Marily's bold vision and hard work, I am truly happy having been able to sponsor the AI and Project Management initiative.

This case study describes the initiative; background, structure and governance. Being a chapter driven global initiative, there was no format to fall back on, simply because this had not been done before. Therefore, the conclusions in this case study are of great importance for those who venture into driving new challenging initiatives.

Bruno Santos,
Co-Author Artificial Intelligence and Project Management 2022 report,
Co-Planner of the 2023 Global Research Project, PMI Rio de Janeiro

Anticipating the disruptive power of artificial intelligence in project management required early vision and an eagerness to explore uncharted territory before the market was ready. When PM Network published an interview exploring these concepts in 2019, AI was still largely viewed as future speculation. By the time initial contact was made for the Passion for Projects Congress, AI had transitioned into a tangible possibility requiring structured approach.

During Phase 0, the focus was on laying rigorous foundations for this initiative, designing the initial concepts and survey structures that would ultimately spark an important industry conversation. In parallel, the public release of generative models shifted the technological landscape, consolidating the original report as a pioneering document in the domain's history.

The later evolution of this work, culminating in the 2024 global report, demonstrates how those pioneering efforts scaled into a massive undertaking that reached 2,314 project management professionals globally. This expansion emphasizes the sheer volume of data collected across borders and the emergent relevance of the topic.

It is immensely fulfilling to see the groundwork established in the October 2022 report evolve into a global dialogue, highlighting the critical need for foresight and adaptation in our profession. It is my hope that this case study, alongside the broader volunteer-driven research, continues to reach the project management community globally and inspire future generations of practitioners.

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Executive Summary

This case study examines how the global AI in Project Management research initiative was governed and delivered, rather than restating the survey findings. The initiative grew from PMI Sweden's October 2022 report, Artificial Intelligence and Project Management. ChatGPT's release the following month increased interest in AI and prompted the project team to plan for a global survey, with support from PMI Sweden. Since AI in project management was an emerging domain, engaging Chapters and recruiting survey respondents proved more challenging than expected.

Governance and delivery

The global project required coordination across autonomous Chapters across nine time zones without a shared technology platform, making meetings and collaboration more difficult. The project was governed and coordinated centrally, while participating Chapters managed local respondent recruitment through their appointed Country Leads.

The project proceeded in four phases:

- **Phase 0** — Preparation and approval: Define the project's scope, goals, timeline, and governance arrangements, including decision authority and responsibilities. Establish the intention to share knowledge developed through the project with participating Chapters and support their upskilling in AI in project management. Design and test the questionnaire with input from the project management community and AI in PM experts, then prepare the proposal for approval.
- **Phase 1** — Chapter recruitment and survey launch: Recruit Chapters, appoint and onboard Country Leads, and promote the survey to Chapter and PMI members through shared messaging and relevant communication channels. PMI Global supported promotion through channels including ProjectManagement.com.
- **Phase 2** — Analysis and reporting: Analyze responses and regional context, including AI adoption, legal and governance guidance, and education and training; draft the reports.
- **Phase 3** — Review and production: Validate findings, complete quality review, and produce the reports.

Results and contribution

The global survey received 2,314 responses from project professionals in 129 countries. Approximately 34 professionals from 27 PMI Chapters across 25 countries contributed to the core project. Outputs included a global report, six regional reports, case studies, articles, conference and webinar presentations, and other knowledge-sharing materials.

This case study applies an Organizational Governance lens retrospectively, focusing on how decision authority and responsibility were arranged. It documents one project's experience and aims to inform and inspire other communities, without prescribing a universal governance model.

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Why This Case Study Matters

The AI in Project Management reports, published from the first Swedish report in 2022 through the 2025 follow-up, present what the initiative found. This case study examines how the research was organized and governed across that period.

The initiative brought together autonomous PMI Chapters from different countries. The project organization adapted to the needs of each phase. The Chapters were responsible for recruiting survey respondents, analyzing data, and researching market conditions to understand AI adoption globally and regionally. The project leads coordinated the work across phases, integrated the Chapters' contributions, and kept the overall project on track toward its goals, despite having no formal authority over the Chapters.

The work took place while AI in project management was an emerging domain. The case shows how the initiative drew on its earlier research, PMI support, and expertise across the project management community to advance the work while evidence about AI's effects on the profession was still developing.

This is a retrospective account of one project, not a universal governance model. It offers a documented example for readers planning cross-border initiatives involving autonomous organizations and an emerging domain.

Acknowledgment – Reviews – Scope

Acknowledgment

II would like to extend my special thanks to Kam Jugdev, Full Professor at Athabasca University. Her perspective helped me see the wider scope of the AI in Project Management initiative, leading me to explore it through an organizational governance lens and shaping the focus of this case study. I'm also grateful for the thoughtful feedback she shared on the Artificial Intelligence and Project Management training deck in 2024, which was very valuable to the project.

Reviews of the Case Study

Former project members and members of the PMI Sweden Chapter were invited to review the case study's chronology and description of the initiative. Drawing on their knowledge of the project and organizational governance, they were asked to identify possible inaccuracies or omissions. Their feedback informed revisions to the document.

Project Team

Bruno Santos — PMI Rio de Janeiro Chapter. Co-author of the 2022 Swedish report, Artificial Intelligence and Project Management; co-planner of the global survey's preparation phase; responsible for data collection in North and Latin America; contributor to the Latin America section of the 2024 report, Artificial Intelligence and Project Management: A Global Chapter-Led Survey 2024.

Temisan Sagay — PMI Ottawa Valley Outaouais Chapter. Contributed to North American data collection; team lead for the global and North American sections of the 2024 report, Artificial Intelligence and Project Management: A Global Chapter-Led Survey 2024.

PMI Sweden Chapter Board of Directors

Jeremy Parker — PMI Sweden Chapter. VP, Professional Development & IT

Jens Korneck — PMI Sweden Chapter. VP, Volunteer Network

Scope and Responsibility

This case study provides a retrospective analysis based on contemporaneous project documentation, published reports, and the author's experience as initiator, Global Project Manager and lead author.

The names and roles in this case study are based on the 2024 reports. The people named were asked to check their details when those reports were reviewed. Any errors here are unintentional and may include details that were missed at the time. If any errors are identified, we will correct them where appropriate.

The interpretations are the author's own and do not necessarily represent the views of individual participants, participating Chapters, or PMI. Responsibility for the analysis rests with the author.

How It Began: From Article to National Survey to International Expansion

The initiative began with a question raised in Novid Parsi's "Brain Power," published in PM Network in September 2019. The question was about what was noise and what was real in AI and machine learning's effect on project management. In 2022, as PMI Sweden prepared for its Passion for Projects Congress, a proposal emerged to revisit the article's subject through a follow-up interview. PMI Sweden supported the idea, and the original contributors, Geetha Gopal and Bruno Santos, were contacted.

In light of the COVID-19 pandemic and the time that had passed since the original article, the objective was to understand whether the pandemic had accelerated AI adoption.
The interview resulted in an article published on the PMI Sweden Chapter website in March 2022, titled "AI Implications on Project Management and Has the Pandemic Sped Up the Adoption?" The Congress program was also expanded to include the topic of Artificial Intelligence and Project Management, and both contributors were invited to present.

Having AI in Project Management on the Congress program and practitioners gathering in person provided an opportunity to learn how the Swedish project management community viewed artificial intelligence, its adoption, and its potential impact on the profession. It was decided to conduct a national survey. Practitioners with relevant expertise reviewed the questionnaire, and PMI Sweden members pilot-tested it before launch. The first survey was conducted from 16 May to 30 June 2022.

The report, Artificial Intelligence and Project Management, was published on 6 October 2022 and drew on 143 survey responses. ChatGPT became publicly available on 30 November 2022, bringing wider attention to AI and its potential impact on project work. This contributed to a significant shift in the context between the pre-ChatGPT and post-ChatGPT periods.

The shift prompted the team to consider a follow-up and the possibility of taking the survey global. The project team proposed the global survey in early spring 2023. The successful completion of the Swedish study the year before helped secure PMI Sweden's support, and its findings provided an early baseline for the follow-up.

A New Governance Challenge: Coordinating Across Autonomous Chapters

The national survey relied on a focused, two-person collaboration, with direct communication, quick decisions, and clear responsibilities. A global follow-up had been the ambition from the outset of planning the 2023 survey. It involved coordination on a much larger scale across autonomous PMI Chapters, national and organizational cultures, and nine time zones. Chapter autonomy made clear roles, engagement, and ongoing support essential. Without a common technical platform, coordination added administrative work and required attention to legal considerations.

The project leads covered governance, stakeholder management, and support for participating Chapters. Chapters led local engagement and respondent recruitment. The global survey included more questions, and the team anticipated more respondents, increasing the volume of data to clean and analyze.

Scaling Through Active Recruitment and Staged Commitment

Initially, project coordinators expected to provide participating Chapters with a link to access the survey tool, while the Chapters managed local recruitment. Providing the link alone proved insufficient. Because AI in project management was an emerging domain, Chapters needed context and onboarding to introduce the topic to their communities and encourage participation.

Chapter participation grew in stages. Regional leads for Europe, Asia, North America, and Latin America were appointed within the project team to recruit Chapters. Each participating Chapter confirmed its involvement by appointing a Country Lead to promote the survey through member channels and coordinate local recruitment. Country Leads were onboarded, featured on PMI Sweden's website, and announced on its LinkedIn page. The project team also provided shared marketing messages, regular meetings, and ongoing communication to support participating Chapters.

PMI Sweden's sponsorship and regular presentations through PMI Europe's Chapter leadership network built awareness in Europe. This contributed to stronger early European representation among participating Chapters and core-team members. Later, publication on ProjectManagement.com created a pull effect: people across regions, especially outside Europe, expressed interest in joining the project. The publication helped recruit Chapters outside Europe and made the respondent distribution more balanced, though Chapter representation remained uneven. By the end of the initiative, a global Chapter network had been established, giving future research a stronger starting point.

About a month before data collection ended, a review of respondent locations confirmed that the survey had reached its global objective, with responses from Africa and Oceania as well. As the project moved into analysis and validation, the team recognized the value of perspectives from both regions. PMI Global made introductions to regional representatives, helping bridge that gap. Their contributions supported the analysis and validation of the findings.

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Governance Progression in the AI in Project Management Project

The figure compares the 2022 Swedish survey with the 2023–24 global project. Green boxes identify governance steps introduced for the global project as its coordination and review needs developed. The sequence reflects a staged response to the project's changing scope and reach.

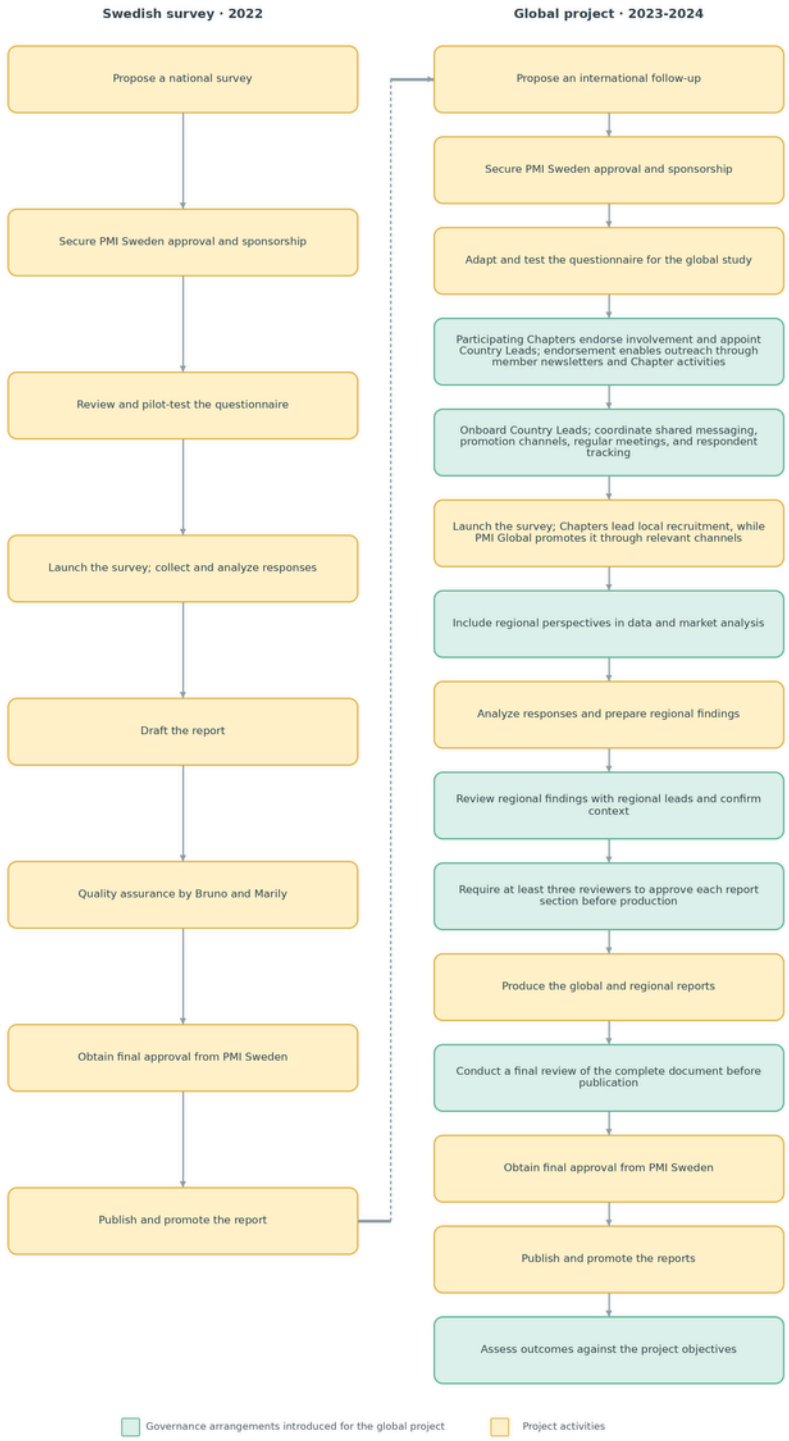


Figure 1. Governance arrangements introduced for the global project.

Why Organizational Governance Matters—and Why This Lens Was Chosen

Governance mattered because the global study depended on autonomous PMI Chapters choosing to participate and mobilizing their member communities, while the research required a consistent methodology, coordinated analysis, and credible reports.

The Chapters' motivation and dedication were major contributors to the initiative's success. Each participating Chapter endorsed its involvement and appointed a Country Lead to coordinate local survey recruitment. Central coordination by the project leads maintained the shared methodology, tracked response progress, integrated the regional analysis, and oversaw report quality.

Subject-matter experts from PMI, other organizations, and academia supported the work from outside the core team.

The value of this case is its documented account of how that balance was negotiated in a cross-border initiative

Phase 0 — Preparation: Defining and Approving the Global Study

Initiated and sponsored by PMI Sweden Chapter, the global study built on the Swedish research published in 2022. The public release of ChatGPT sparked wider interest in AI and prompted the Chapter to pursue a global follow-up on AI adoption in project management. Phase 0 translated that ambition into a defined study and established the basis for proceeding.

Setting the scope and objective

The intended output was one global report on AI adoption in project management. The initial target was 800 survey responses and the report was planned for delivery by the end of December 2023. The timeline was later deliberately extended to prioritize quality, as described in the analysis and reporting phase.

Because the survey was global, the team needed a common questionnaire and methodology that could support comparison across regions. The initial operating assumption was that the central team would provide the survey and participating PMI Chapters would recruit respondents through their member networks.

Alongside producing the report, the initiative aimed to share knowledge developed through the project with participating Chapters and support their upskilling in AI in project management.

Designing and testing the survey

The questionnaire translated the project objective into a shared research instrument. It was developed with input from the project management community and subject-matter experts in AI and project management. These experts advised the overall project from outside its project organization.

The questionnaire was reviewed and tested before launch. This established a common instrument for data collection across participating Chapters.

Establishing governance and authorization

The proposal was presented to the PMI Sweden Chapter Board, which approved it and authorized preparation and launch. Project leadership was anchored in PMI Sweden Chapter. The Global Project Manager led the initiative, supported by a Deputy Project Manager representing PMI Rio de Janeiro Chapter. During Phase 0, they established the project's initial expectations and divided responsibilities.

Central Governance and Coordination established and maintained the project scope, objectives, timeline, shared methodology, and report structure. Central preparation also covered resource arrangements and the legal non-disclosure agreements required for participation. Local respondent recruitment was expected to sit with participating Chapters, allowing them to reach their own member communities.

As Chapters joined and data collection began, it became clear that survey access alone would not provide all the support needed for local engagement. The onboarding and communication arrangements that developed in response are described in the data collection phase.

Governance Architecture

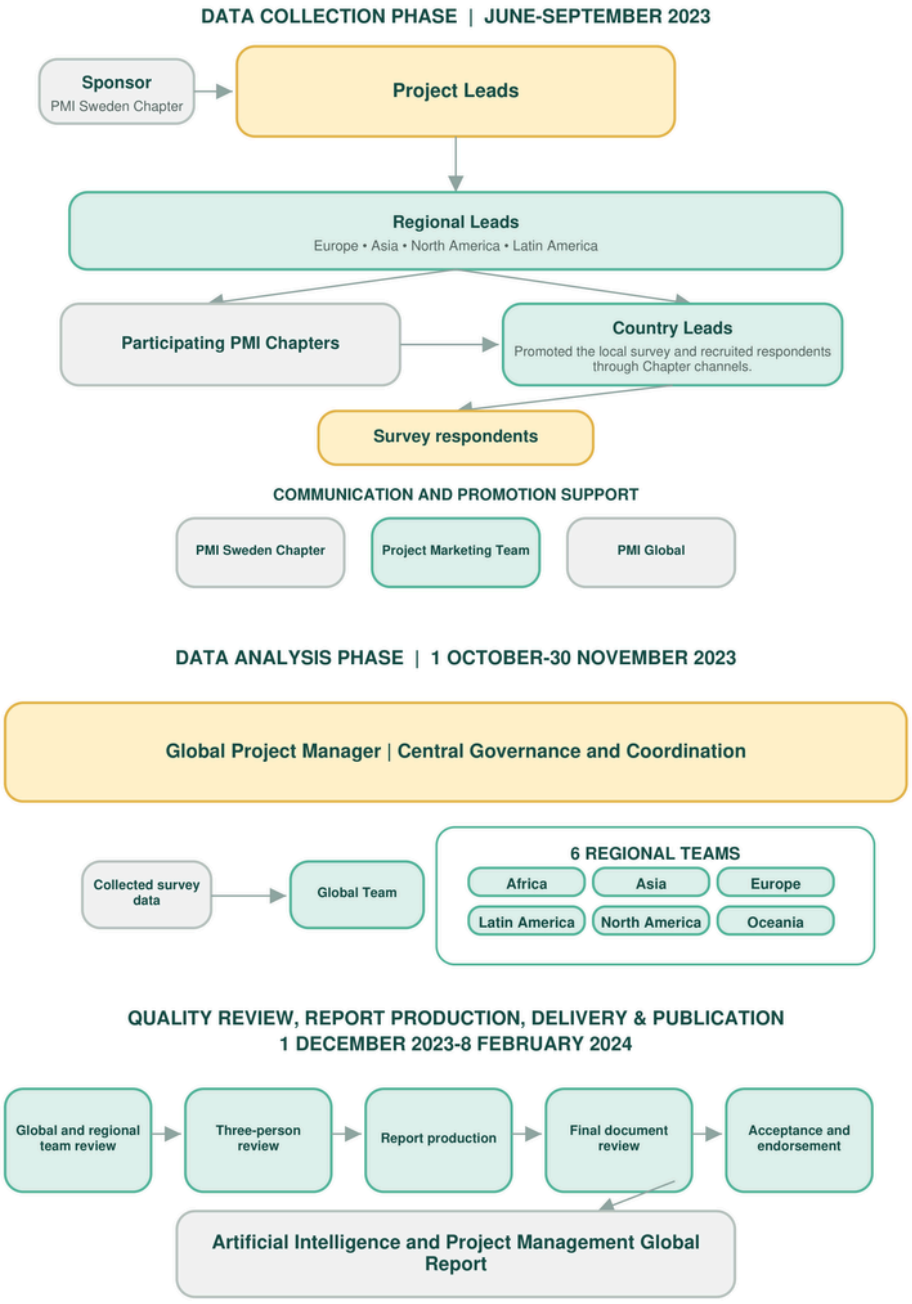
During delivery, project leadership, led by the Global Project Manager and supported by the Deputy Project Manager, coordinated the work centrally. The project leadership's role was to keep the work aligned with the scope, goals, timeline, methodology, and report structure agreed in Phase 0, while adapting arrangements and resourcing as needs emerged. It secured resources, tracked respondent progress, and integrated regional findings into the agreed report structure.

Participating Chapters endorsed their involvement and appointed Country Leads to manage local respondent recruitment. Regional Leads, appointed by the Global Project Manager, recruited Chapters within their respective regions to broaden Chapter participation and respondent coverage and support regional and global comparisons. The Global Project Manager coordinated across regions. Subject-matter experts from PMI, other organizations, and academia supported the overall project from outside its organization.

Communication responsibilities were distributed across the project. The PMI Sweden Chapter handled overall project communication; the project marketing team developed and coordinated shared Chapter-facing messaging; and the Global Project Manager contributed to external communications as part of Central Governance and Coordination.

After data collection, the three broad regional teams were reorganized into one global team and six region-specific teams: Africa, Asia, Europe, Latin America, North America, and Oceania. These teams were responsible for cleaning and analyzing the survey data, conducting regional market analyses, interpreting findings, and contributing to report authorship.
Quality assurance included team review and presentation of findings to the regions for endorsement. Before production, each report section required approval from at least three reviewers. PMI Global handled report production in collaboration with the Global Project Manager. After production, the complete document received a final review. PMI Sweden Chapter approved and endorsed the report with a foreword, and so did PMI Global. The PMI Sweden Chapter's approval constituted acceptance of the agreed deliverable.

Governance Architecture Across Project Phases



Global AI in Project Management Initiative: Case Overview

Organizational Governance Across 25 Countries Under Rapid Technological Change

Initiative Period: March 2022 — March 2025

Decision Environment: Globally distributed governance with decentralized execution across autonomous organizations.

Governance Question: How can strategic intent be preserved while adapting to a changing environment?

Selected Outcomes and Outputs:

- AI and Project Management – Sweden (2022)
  - Established a documented pre-ChatGPT baseline against which reported AI perceptions and adoption among Swedish respondents in the 2023 international survey could be compared.
- Global research project conducted during 2023–2024 involving a core team representing 27 PMI Chapters across 25 countries in Europe, North America, Latin America, and Asia, with regional representatives from Africa and Oceania supporting analysis and validation. The survey received 2,314 responses from project management professionals in 129 countries across all six PMI regions.
- Navigating AI in Project Management (2024)
- Navigating the AI Landscape Presentation and Training Deck (2024)
- AI in Project Management: One Year Later – 2025 and Beyond (2025)
- Articles published on ProjectManagement.com and PMI.org (2022-2025)
- Co-authorship of the Project Management Journal article, Artificial Intelligence and Project Management: Empirical Overview, State of the Art, and Guidelines for Future Research (2024).
- Research contributions supporting multiple master's theses (2022-2025)
- Presentations at Passion for Projects Congress (2022-2025)

Recognition

Team

Members of the international project team received a **Certificate of Appreciation for Excellence for Contributions to the 2024 Community-Led AI in Project Management Report,** recognizing their collective work in developing and delivering the report.

Individual

Several team members also received individual recognition from their PMI Chapters for their contributions to the initiative, including project leadership, network-building, and international collaboration.

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Governance in Practice

At global scale, governance meant maintaining strategic direction, stakeholder relationships, methodological consistency, and quality while coordinating delivery across autonomous PMI Chapters. PMI Sweden Chapter sponsored the initiative; PMI Global supported survey promotion and report production.

Participating Chapters managed local respondent recruitment through their appointed Country Leads. Subject-matter experts advised the project from outside the project team. The case analysis that follows examines how these responsibilities and decision arrangements operated and adapted across the project's phases.

Beginning the Governance Analysis

Building on the Swedish survey, the 2023 international project faced a different governance challenge: coordinating work across autonomous PMI Chapters as participation and geographical reach expanded, while AI in project management remained an emerging and rapidly changing field.

The analysis examines how central direction and methodology were combined with Chapter-led local recruitment, and how these arrangements adapted as the project grew.

Project Foundations

Methodological Foundation

For the global study, the questionnaire was developed with input from the project management community and experts in AI and project management, then reviewed and pilot-tested before launch. This provided a shared instrument for data collection across participating Chapters.

After international data collection ended, but before the responses were substantively analyzed, the project team formulated and agreed on four analytical propositions. These drew on the questionnaire's areas of inquiry, the Swedish survey, and developments in the AI landscape—not on analysis of the international responses.

The propositions made the team's expectations explicit and provided a shared reference for interpreting the findings:

- AI adoption was still at an early stage but was increasing. The team would examine this by comparing findings from the 2022 Swedish report with responses from Swedish participants in the 2023 international study.
- Many regions and countries would recognize AI's potential. The team expected to find government-led programs to stimulate investment, address legislation, and support education.
- Respondents would consider employers' adoption of AI and digital technology when choosing where to work. The team expected respondents to favor employers that kept pace with new technologies and innovative solutions.
- Respondents would recognize the need to keep pace with new technologies and develop relevant skills. The team expected strong interest in learning about AI, both to lead AI projects and to use AI tools, and in developing the technical and leadership skills needed to remain competitive.

Expert and Practitioner Input

Subject-matter experts from PMI, other organizations, and academia, along with practitioners, supported the project from outside its organization. They contributed to survey design, challenged interpretations, and offered practical perspectives on AI implementation. They advised the work but did not hold decision authority over the methodology, conclusions, or overall project direction.

Decision Structure

Decision-making and governance operated at two connected levels. At the project-wide level, Central Governance and Coordination, led by the Global Project Manager and supported by the Deputy Project Manager, maintained the agreed scope, timeline, and shared methodology; monitored progress; and reported deviations to the Sponsor. The Sponsor provided oversight and an escalation route.

Participating PMI Chapters retained autonomy over local respondent recruitment, managing it through their Country Leads within the shared methodology. Chapter representatives also contributed to the analysis through the regional teams.

Managing Organizational Commitment

With project-level decision responsibilities established, a related governance challenge was sustaining participation across autonomous PMI Chapters. Chapter involvement was voluntary, while central project leadership remained responsible for delivering the agreed report. The project therefore needed to support engagement while respecting Chapter autonomy.

Onboarding, regular meetings and communication with Country Leads, and shared marketing messages gave Chapters practical support for local engagement. Contributor profiles on the PMI Sweden Chapter website and the use of Chapter logos in project communications offered visibility and reinforced a shared identity. These arrangements also gave participants opportunities for professional learning and recognition.

Governance Environment

The project core team was represented across Europe, North America, Latin America, and Asia, coordinating across nine time zones. Regional representatives in Africa and Oceania also supported the project, primarily during the analysis and validation phases.

PMI's Chapter structure meant each Chapter controlled its own infrastructure and access permissions. The project had no single integrated cross-Chapter collaboration platform. Team members who needed access to survey data signed a non-disclosure agreement before receiving access to controlled storage through the PMI Sweden Chapter.

The team used available tools, including Teams, WhatsApp, Miro, and Otter.ai. Working across these tools required manual coordination, information consolidation, and document control. Translation services had to be requested. The survey was available in English for most of the data-collection period, with French and Portuguese versions introduced later.

Constraints

The governance environment created several constraints that directly influenced how the project was organized and coordinated.

Constraint	Implication for the project
Voluntary participation across autonomous Chapters, without formal authority	Participation developed in stages and depended on Chapter endorsement, local capacity, and ongoing engagement. Uneven recruitment contributed to differences in Chapter and respondent representation.
Collaboration across nine time zones	Synchronous work was limited, increasing reliance on asynchronous communication and regional coordination.
No single integrated cross-Chapter collaboration platform.	The team used PMI Sweden Chapter systems alongside accessible tools such as Teams, WhatsApp, Miro, and Otto.ai. Working across platforms required manual coordination, consolidation, and document control.
Controlled access to survey and respondent data	People requiring access signed non-disclosure agreements before receiving access to controlled storage administered by PMI Sweden Chapter.
Survey translations were not available from the start	English was the survey language for most of data collection; French and Portuguese versions were introduced later. This left less time to recruit respondents through those versions.
AI in project management was an emerging and rapidly changing domain	The team needed to interpret findings in the context of ongoing developments in AI.

Together, these constraints shaped how the project coordinated regional work, managed data access and communication, and integrated findings.

Regional findings reflect the responses received and the survey's geographic coverage. They should not be interpreted as statistically representative of all project professionals in each region.

Governance Mechanisms for Credibility and Quality Assurance

The study was practitioner-led: it examined how AI was being understood and used by project professionals, drawing on the team's project-management and research experience. Its credibility was supported by PMI research specialists and AI in project management experts, who contributed expertise to the overall project. Practitioners with relevant experience also reviewed and pilot-tested the survey questionnaire.

The team checked the dataset and reviewed its analysis and interpretation. Quality assurance was built into the report process: at least three team members had to approve each report chapter before it moved to production, followed by a final review of the complete report.

Because AI in project management was an emerging and rapidly changing domain, external AI experts were invited to discuss the Swedish findings alongside developments observed in 2023. Their perspectives helped place the earlier findings in context; this was contextual review, not statistical validation.

Before publication, the team discussed the global findings and regional environmental analysis with PMI representatives responsible for each region. Their input helped the team assess whether its interpretations reflected regional context. Regional representatives in Africa and Oceania supported the project primarily during analysis and validation, and their perspectives informed the interpretation of findings from those regions.

Professional editing, design, and production improved the report's clarity and presentation. These steps supported its publication quality; methodological credibility came from the research process, expertise, and review described above.

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Primary Governance Exposures and Mitigations

Governance pressure	Mitigation
Coordinating delivery across autonomous Chapters without hierarchical authority over participating Chapters	The project leadership maintained the agreed scope, timeline, and shared methodology, with deviations reported to the Sponsor. Participating Chapters endorsed their involvement and appointed Country Leads to manage local respondent recruitment.
Building Chapter participation and respondent reach	Recruitment developed in stages. The central team provided onboarding, shared marketing messages, regular communication, and support through PMI channels. French and Portuguese survey versions were introduced later.
Maintaining data quality and consistent analysis	Teams cleaned and checked the data using a common analytical structure. At least three people had to approve each report chapter before production, followed by a review of the complete report.
Interpreting findings across different regional contexts	Regional teams combined survey analysis with contextual research, and findings were discussed with the PMI representatives responsible for each region. Africa and Oceania representatives contributed primarily during analysis and validation.
Protecting respondent-level data	Access was limited to people who needed the data. They signed non-disclosure agreements before receiving access to controlled storage administered by the PMI Sweden Chapter.
Coordinating communication and records across time zones and tools	The team used accessible collaboration tools and centralized document consolidation and control to manage work across nine time zones.
Keeping the analysis relevant as AI developed rapidly	The team monitored external developments and consulted AI in project management experts, using this input to contextualize the findings while retaining the shared methodology.

Analytical Propositions and Comparison with the 2022 Swedish Survey

As described in Methodological Foundation, the team agreed on four analytical propositions after data collection ended and before substantive analysis began. The regional teams used them as a shared reference for examining where findings aligned with, differed from, or qualified the team's expectations. The propositions did not shape the survey or data collection and were not hypotheses for formal statistical testing. After analysis, the team reviewed the evidence against each proposition. This made the initial expectations visible and supported consistent interpretation, although it could not eliminate confirmation bias.

The 2022 PMI Sweden Chapter survey provided a documented pre-ChatGPT reference point. The team compared findings with responses from Swedish participants in the 2023 international survey to explore changes in reported perceptions, expectations, and AI adoption. Because the surveys differed in timing, respondent groups, language availability, and recruitment conditions, the comparison was exploratory and contextual—not a controlled longitudinal comparison. Comparisons were made where the questions allowed them.

Three Swedish AI experts were invited to comment on the observed differences and developments in practice. Their perspectives helped inform interpretation but did not constitute statistical validation of the findings. Their commentary was published in the PMI Sweden Chapter article "Artificial Intelligence Specialists Share Thoughts on Recent Community-Led AI Survey" on 20 February 2024.

Conclusion

This case documents how a national initiative grew into a global study through central accountability for delivery of the report and the voluntary participation of autonomous PMI Chapters. PMI Sweden Chapter retained project ownership, while project leadership relied on shared purpose, motivation, and visible recognition to sustain Chapter involvement. Because the Chapters retained their autonomy, project leadership could not compel participation; each Chapter endorsed its involvement and led local recruitment.

Governance arrangements developed as the initiative grew. Regional recruitment arrangements and analysis and validation input evolved to support wider participation and regional context, while shared methods and quality controls helped integrate the work. The case shows how this project adapted its governance to support distributed execution; it offers a documented, context-specific experience rather than a universal model.

The team also chose to keep the analysis human-led. Hands-on analysis, discussion, and knowledge sharing supported the contributors' learning and capability development, aligning the way the work was done with the initiative's purpose.

From Contemporaneous Reflections to Retrospective Governance Insights

Several themes in the insights that follow were also identified in the earlier article AI in Project Management: "Sharing Best Practices that Earned Us a PMI Excellence Certificate of Appreciation", published on the PMI Sweden Chapter website and ProjectManagement.com. The article records reflections made during the initiative. This case study revisits those reflections through an organizational governance lens, examining how the factors interacted as the project developed. The earlier article is a contemporaneous perspective, not independent evidence that any single factor caused the project's outcomes.

Governance Insights from the Initiative

The following insights draw on the initiative's experience. They describe this case and are not intended as universal prescriptions.

Governance insight	What happened in this initiative
Governance evolved as the initiative grew	PMI Sweden Chapter's sponsorship and ownership, central coordination, and agreed purpose provided an initial foundation. ChatGPT's release prompted a global follow-up, with the 2022 Swedish survey retained as a reference point. Regional recruitment arrangements and analysis support developed as the work expanded.
Central accountability worked alongside Chapter autonomy	Project leadership maintained the agreed direction and methodology and integrated the work. Participating Chapters endorsed their involvement and appointed Country Leads to manage local recruitment. The Sponsor provided an escalation route; the Global Project Manager had no formal authority over the Chapters.
Commitment developed in stages	The credibility of the 2022 report, PMI Sweden Chapter's sponsorship, repeated engagement, and visible early participation helped build confidence. Because Chapters were autonomous, continued contribution depended on motivation, shared purpose, and recognition rather than hierarchical reporting.
Onboarding made implicit context explicit	Context familiar to the project initiators was not necessarily clear to new contributors. Onboarding explained the initiative's purpose, background, roles, and ways of working, helping contributors work effectively, share ideas, and coordinate their efforts.

Governance insights	What happened in this initiative
A project marketing function supported local promotion	The team initially expected contributors to create their own marketing materials, but this proved harder than anticipated. A project marketing function developed reusable messages and materials for Chapters to adapt locally.
Regular follow-up supported adjustment and shared learning	Follow-ups shared response progress and experiences of what was or was not working, helping contributors assess their outreach and learn from one another.
Broader promotion expanded survey reach	The team initially expected Chapter channels to generate enough responses, though it was uncertain whether they would reach the target in time. Promotion through ProjectManagement.com and other relevant PMI channels drew the attention the project sought; responses rose sharply from one day to the next after publication. Regional participation and the later availability of French and Portuguese versions also shaped the evidence available for analysis.
Questionnaire testing and review supported relevant analysis	Researchers and AI in project management experts reviewed the questionnaire, which was pilot-tested with PMI Sweden Chapter members. Data checks, internal quality assurance, expert input, and regional contextual review provided complementary scrutiny. Expert input informed the work but did not transfer decision authority; contextual review was not statistical validation.
Information access reflected its sensitivity	People who needed access to survey data signed non-disclosure agreements before receiving access to controlled storage. Less sensitive collaboration used more accessible tools.
Decision, execution, and outcome quality were considered separately	The analysis considered decision quality in light of the information available at the time, execution quality for controllable elements, and outcomes shaped partly by external developments. These dimensions are related, but one does not prove the quality of the others.

Lessons for Future Research

This project was intentionally planned as a staged commitment, with participation and regional structures developing as the initiative progressed. The team welcomed Chapters as they became ready to join, while learning that onboarding took time. For future research, the network established through this project can support earlier planning, a coordinated onboarding period, and a clear process for accommodating later participation where feasible.

- Before launch, contact prospective participating Chapters and contributors to understand their interest, readiness, and requirements, including language support. Plan a common onboarding period, with a process for accommodating later entrants where feasible.
- Have the central governance team compile survey responses and prepare country-level and regional datasets for analysis.
- Form the project marketing function at the outset.
- Identify promotion partners across PMI and other relevant networks from the outset, and explore how their channels could support survey reach.
- Don’t underestimate the group dynamics involved in marketing. The badge awarded to survey participants created a strong pull effect, so consider how recognition can encourage participation.
- Plan technical onboarding earlier and, if feasible, provide a shared platform.

2022 Swedish Survey and Wider Initiative

The survey was conducted from May 16 to June 30, 2022, as part of a wider PMI Sweden Chapter initiative that also included:

- Publication in March 2022 of the follow-up article AI Implications on Project Management —and Has the Pandemic Sped Up Adoption?, inspired by N. Parsi's 2019 PM Network article Brain Power.
- Presentations and a panel discussion by specialists in AI and project management at the Passion for Projects Congress in Gothenburg, May 23–24, 2022.
- Publication of the report AI and Project Management on October 6, 2022.

Project Leadership and Report Development

Role	Person or organization
Project Owner	PMI Sweden Chapter
Proposal Approval	PMI Sweden Chapter Board of Directors
Project Sponsor	Katarina Strömberg, President, PMI Sweden Chapter
Initiator and Lead Author	Marily Nilsson, PMI Sweden Chapter volunteer
Data Analyst and Co-author	Bruno Santos, PMI Rio de Janeiro Chapter
Report Layout and Design	Katarina Korenkova, PMI Sweden Chapter
Report Review and Proofreading	Marily Nilsson, Bruno Santos, Katarina Strömberg, and Katarina Korenkova

Initiative Promotion and Event Support

Role	Person or organization
Project Manager, Passion for Projects Congress,	Peter Egeland, PMI Sweden Chapter
Marketing and Communications	Johnny Wiktorin, PMI Sweden Chapter
Vice President of Membership	Thomas Larsson, PMI Sweden Chapter
Vice President of Professional Development and IT	Jeremy Parker, PMI Sweden Chapter

Passion for Projects Congress

Bruno Santos — Speaker, PMI Rio de Janeiro Chapter

Geetha Gopal — Speaker, Panasonic Asia Pacific (2022); currently with G Infinity Consulting (2026)

Mattias Berglund — Panelist, Nexer Group

Fredrik Hofflander — Panelist, AFRY X

Paolo Nardi — Panelist, Mobile Heights

Future Perspectives from Project Management Specialists

Six specialists generously contributed their time and expertise by sharing practice-based and forward-looking perspectives in response to four common questions concerning their areas of work, changes observed in project management, anticipated developments in the coming years, and the capabilities project professionals would need. Their contributions added valuable professional context to the 2022 survey findings and strengthened the report's forward-looking scope.

Alexandre Dargains — Project Management Consultant

Andre Barcaui — Project Management Consultant and Coach

Geetha Gopal — IT Infrastructure Project Delivery and Digital Transformation, Panasonic Asia Pacific (2022); currently with G Infinity Consulting (2026)

Mattias Berglund — Consultant Manager and Senior Advisor in Project Management and Digitalization, Nexer Group

Fredrik Hofflander — AI, Data Science, and Project Management Specialist

Júlio Maia — Complex Project Management Specialist, formerly IBM Brazil

Contributors to the Global AI in Project Management Initiative

The initiative was owned by PMI Sweden Chapter, and its Board of Directors approved the project proposal. It was delivered through an international network of authors, reviewers, advisors, PMI representatives, Chapter members, survey promoters, and subject-matter experts.

Chapter leaders and members also supported the initiative by mobilizing Chapter participation and promoting the work through communications and events. Contributions not individually documented are recognized collectively in the acknowledgements of Chapter, organizational, and wider project support.

The roles below are based on published project reports and contemporaneous project documentation. Organizational titles are included where they clarify a person's contribution or institutional role.

Role	Person or organization
Project Owner	PMI Sweden Chapter
Proposal Approval	PMI Sweden Chapter Board of Directors
Project Sponsor	Katarina Strömberg, President, PMI Sweden Chapter
Proposal Lead and Global Project Manager	Marily Nilsson, PMI Sweden Chapter
Deputy Project Manager and Co-planner of the Global Project Proposal	Bruno Santos, PMI Rio de Janeiro Chapter

Foreword to the 2024 AI in Project Management report:
Brantlee Underhill, Chief Community Officer, PMI Global

Data Collection: Phase 1 | June 1–September 30, 2023

Contributor	Project role
Marily Nilsson	Global Project Manager and Regional Lead, Europe
Bruno Santos	Regional Lead, North America and Latin America
Imran Khurshid	Regional Lead, Asia

Data Collection Core Team - PMI Chapters

Bruno Santos, Río de Janeiro
Imran Khurshid, Sweden
Iryna Udovenko, Ukraine
Liza Moroz, Ukraine
Olalla García Pérez, Galicia
Ricardo Naciff, France
Boris Piiavskii, Israel
Kjetil H. Volle, Norway
Annesha Ahmed, Bangladesh
Sachin Sood, Bangalore
Estelle Detrembleur, UK
Laura Samso Pericon, Germany
Enrico Toselli, Denmark
André Correia, Portugal
Ala Lutz, Switzerland
Davide La Valle, Northern Italy
Giuseppe Di Maria, Belgium
Michelle Caicedo Garcia, Central Italy
Vincenzo Corvello, South Italy
Yuliya Zhevno, Kazakhstan
Temisan Sagay, Ottawa, Canada
Mei Yin Lin, Dallas, US
Kellie Brits, Netherlands
Joel Cardenas, Finland
Peter Glynne, Ireland
Madina Baizhanova, Kazakhstan
Riam Chazbeck, Lebanon
Aneliya Chervenova, Bulgaria
Ignacia Vargas, Venezuela
Adi Muslic, Switzerland

Phase 2: Data Analysis and Reporting | October 2023–February 2024

Role	Contributor
Global Project Manager	Marily Nilsson
Deputy Global Project Manager	Kjetil H. Volle
Project Planner	Enrico Toselli
Global Marketing Lead	Yuliya Zhevno
Deputy Global Marketing Lead	Lavanya Vijayaraghavan

Marketing Team

Giuseppe Di Maria, Laura Samso Pericon, Boris Piiavskii, Michelle Caicedo Garcia, Davide La Valle, Kellie Brits, Annesha Ahmed, Bruno Santos

Review Team

Madina Baizhanova, Enrico Toselli, Aneliya Chervenova, Adi Muslic, Giuseppe Di Maria, Olalla García Pérez, Kjetil H. Volle, Davide La Valle, Marily Nilsson

Global and Regional Data Analysis and Reporting Teams

Cross-report responsibilities

- **Data cleaning:** Temisan Sagay cleaned and prepared the consolidated dataset used by the analysis and reporting teams.
- **Report design:** Marily Nilsson developed the design and visual structure used across the published reports.

Team responsibilities

Each team:

- Analyzed its assigned dataset;
- Interpreted findings in the relevant global or regional context;
- Conducted market and environmental analysis, considering relevant policy, investment, strategy, infrastructure, skills, education, and research conditions during data collection;
- Developed the report narrative, findings, and recommendations;
- Created supporting infographics and data visualizations; and
- Presented its findings to the relevant PMI regional representative, considered feedback against broader market observations, and incorporated relevant feedback into the report.

Global Report Team Lead: Temisan Sagay Davide La Valle Lavanya Vijayaraghavan	
Regional Reports: **Africa** Team Lead: Madina Baizhanova Marily Nilsson Estelle Detrembleur	**Latin America** Bruno Santos André Correia Madina Baizhanova
Asia Team Lead: Sachin Sood Lavanya Vijayaraghavan Riam Chazbeck	**North America** Team Lead: Temisan Sagay Boris Piiavskii Joel Cardenas
Europe Team Lead: Davide La Valle Olalla García Pérez Aneliya Chervenova	**Oceania** Team Lead: Olalla García Pérez Lavanya Vijayaraghavan

Wider Project Support

The following contributors supported specific project activities, regional engagement, survey promotion, and wider project coordination.

Support area	Contributors
PMI Global Advisor	Dave Garrett
PMI Content and Thought Leadership	Jill Diffendal, Megan DuBose, Edivandro Conforto, Michelle Brown, James Thurchick
PMI Europe and Chapter Leadership Engagement	Anna Zhukova, Mariami Meladze, Lucila Dotto
PMI Sweden Communications, Events, and Support	Marina Maric, Amin Behzadirad, Barbara Klein, Jagadeesh Babu
PMI Sub-Saharan Africa Leadership	George Asamani, Anthony Munge
Research Methodology Guidance	Ralf Müller, Giorgio Locatelli
AI Specialist Outreach	Marily Nilsson, Mei Yin Lin, Aneliya Chervenova, Yuliya Zhevno, Annesha Ahmed, Davide La Valle, Anthony Munge, Jessica Pålsson

Future Perspectives from AI Specialists

Thirteen specialists contributed forward-looking perspectives in response to three questions concerning AI's opportunities and challenges for project management, its responsible use, and its adaptation across regional, cultural, and political contexts. Their contributions broadened the report's forward-looking perspective.

Specialist	Role and affiliation
Antonio Nieto-Rodriguez	Author and co-founder, Brightline Initiative, Projects & Company, and Strategy Implementation Institute
Billy S. Mwape	Head of IT, FNB Zambia
Ernar Makishev	CEO, Iowa Solutions
Federico Aguggini	Head of AI Transformation Office, Intesa Sanpaolo
Britta Duve Hansen	Senior Project Manager, Mobile Heights
Ricardo Vargas, PhD	Former Chairman, Project Management Institute; former Director of Project Management, United Nations
Rinoo Rajesh	Technology and telecommunications industry professional
Robert Kielerstajn	COO, NordAxon
Bernard Smith Jr.	Cloud Solution Architect, Microsoft
Jason Andrews	Technical Specialist, Customer Solutions Area, Microsoft
Linda Banh	AI Educator and Program Manager, Inspirit AI
Michael McCullough	Citizen Development Business Architect, Amtrak
Nikolay Netov, PhD	Associate Professor and Head of the Department of Statistics and Econometrics, Sofia University

Participating PMI Chapters

Twenty-seven PMI Chapters across 25 countries participated in the global initiative. Chapter Presidents, Country Leads, and other Chapter volunteers promoted the survey, shared project communications, and connected the initiative with their professional communities.

PMI Bangalore Chapter
PMI Bangladesh Chapter
PMI Belgium Chapter
PMI Bulgaria Chapter
PMI Central Italy Chapter
PMI Dallas Chapter
PMI Denmark Chapter
PMI Finland Chapter
PMI France Chapter
PMI Galicia Chapter
PMI Germany Chapter
PMI Ireland Chapter
PMI Israel Chapter
PMI Kazakhstan Chapter
PMI Lebanon Chapter
PMI Netherlands Chapter
PMI Northern Italy Chapter
PMI Norway Chapter
PMI Ottawa Chapter
PMI Portugal Chapter
PMI Rio de Janeiro Chapter
PMI Southern Italy Chapter
PMI Sweden Chapter
PMI Switzerland Chapter
PMI UK Chapter
PMI Ukraine Chapter
PMI Venezuela Chapter

Project and Report Support

The project received support from companies, organizations, professional platforms, and individuals. Their contributions supported the survey and report through visibility, knowledge-sharing, outreach, and engagement.

Project and Report Support

AI Sweden	**G Infinity**	**PMO Experts Online,**
Antonio Nieto-Rodriguez	**Iowa Solutions**	**Ricardo Viana Vargas.**
divM	**Marly Consulting AB**	
eghed	**Mobile Heights**	

Navigating AI in Project Management

Published in April 2024, the report brought together contributions across survey research, thematic authorship, case-study reporting, review, marketing, and production. The roles below reflect the credits published with the report.

Project Leadership and Sponsorship

Marily Nilsson Project Initiator, Project Lead and Lead Author

Katarina Strömberg Project Sponsor PMI Sweden Chapter

AI Tools in Project Management Survey

Role	Participants
Survey Design	Marily Nilsson, Lavanya Vijayaraghavan
Survey Marketing	Lavanya Vijayaraghavan, Madina Baizhanova, and Marily Nilsson
Data Analysis and Documentation	Lavanya Vijayaraghavan, Madina Baizhanova
Questionnaire Review and Feedback	Niklas Angmyr, drawing on broader experience in survey methodology and evaluation
Pilot Testing – AI in PM Team	Yuliya Zhevno, Adi Muslic
Pilot Testing – External Reviewers	Aurora Gualtieri, PMI Luxembourg; Răzvan Ichim, PMI Romania; Livia Meszaros, PMI Sweden
Report Authorship — AI Tool Use in Project Management Survey Highlights	Lavanya Vijayaraghavan, Madina Baizhanova

Thematic Report Development and Authorship

Report area	Authors
Future Trends in Generative AI for Project Management	Claudia Alcelay
AI Augmentation in Project Management	Daniel Karlsson
Implementing AI in Project Management: Strategy and Process	Tim Adenmark, Oscar Tyrberg, and Marily Nilsson

Case-Study Collection and Reporting

Practitioners behind the 13 selected cases supplied the project information and reported experiences, including context, objectives, implementation approaches, results, risks, training, and lessons learned. They are credited for the substantive case-study material.

The Case Study Reporting team created the submission framework, selected and categorized the cases, and summarized and presented them using a common template. Its editorial and analytical contribution supported consistency and comparison across the report; the team did not originate the project experiences described in the cases.

Case Study Reporting Team

Role	Participants
Case-Study Design and Questions	Marily Nilsson, Lavanya Vijayaraghavan
Case-Study Selection, Categorization, and Synthesis	Olalla García Pérez, Temisan Sagay, William Balch, Marily Nilsson, Daniel Karlsson
Introduction to the Case Studies	Olalla García Pérez, Temisan Sagay, William Balch
Legal and IP Aspects — Case-Study Contribution	Marily Nilsson
Case Study Reporting – Authorship. Here "authorship" refers to synthesizing and summarizing practitioner-submitted case studies to fit the report's common format**.**	Olalla García Pérez, Temisan Sagay, William Balch, Daniel Karlsson, Marily Nilsson
Quality Review	Kellie Brits, Aneliya Chervenova, Adi Muslic; Marily Nilsson
Report Design	Marily Nilsson; Lavanya Vijayaraghavan; Kellie Brits
Supporting Report Design	Hany Anan, Annesha Ahmed
Report Production, Final Assembly, and Formatting	Lavanya Vijayaraghavan
Report Marketing	Lavanya Vijayaraghavan, Kellie Brits, Madina Baizhanova, Marily Nilsson, Marina Maric, Katarina Strömberg

Category 1: AI-Enabled Tools for Individuals and Teams

This category covers AI tools and platforms that augment the capabilities of individual project managers and team members. Examples include ChatGPT, PMI Infinity, and PMOtto, which can support communication, decision-making, and the automation of routine tasks.

Case study	Contributor or contact	Organization and documented role
Piedmont University, Walker College of Business Community of Practice	Sandra Maughon	Piedmont University, Walker College of Business; organizational contact and case-study contributor
Managing a Comprehensive Testing Initiative with AI	Sam Stevenson, PMP	Region of Waterloo; Testing Lead and case-study contributor
Lessons Learned: Data Turned into Actionable Insights	Pascal Brunet	Organization not disclosed; project reporter and case-study contributor
AI Project Management Assistant	Gianmarco Sirei	PMOexperts.online; organizational contact and case-study contributor

Category 2: AI-Enabled Toolsets for Teams

This category focuses on AI functionality embedded within existing project-management and collaboration tools. These capabilities can include intelligent task prioritization, AI-supported mapping and planning, communication support, and other functions intended to improve project tracking and team collaboration.

Case study	Contributor or contact	Organization and documented role
Boost Information Technology Company's Project Performance	Navdeep Malik	Organization not disclosed, Project Manager

Category 3: Off-the-Shelf AI Tools

This category includes prebuilt applications intended for general or broad use in project management. Such tools provide AI-supported functionality while balancing standardized capabilities with a degree of configuration for different organizational settings.

Case study	Contributor or contact
Project Management Platform – AI Digital Twin SaaS Solution	Sigurd Fristad

Category 4: Customized AI Solutions

This category covers AI solutions developed or adapted to address specific organizational challenges. Examples can include predictive-maintenance models, virtual assistants, analytical models, and other tailored solutions designed for a particular operational context.

Case study	Contributor or contact
Electric Vehicles – Utilization of Charging Stations	Denitsa Gavrilova
Beyond the Stethoscope: How AI Is Reshaping Hospital Operations	Dr. Deepa Bhide, MBBS, DCH, PMP

Category 5: Hybrid AI Solutions

This category combines elements of off-the-shelf and customized AI. Hybrid approaches use existing technologies or platforms while adding organization-specific development, configuration, data, or functionality.

Case study	Contributor or contact
AI Predictor	Antonio Nieto-Rodriguez
Diabetes Bot	Ernar Makishev
AI Software Implementation	Contributor not disclosed
Industrial-Grade Verification and Validation of Evolving Systems	Mark van Helvoort
Bolster Quality Control Process Using AI Technology	Gustavo Paz, PMP; Joseph William

AI Tools in Project Management Survey: Featured Respondent Perspectives

An initial questionnaire focused on organizational AI implementation received limited participation. A PMI Senior Advisor suggested that respondents might be reluctant to discuss confidential organizational activity, so the inquiry was reframed around AI-tool use. The revised questionnaire received substantially more responses. Six respondents—one from each PMI geographic region—were featured to illustrate how project professionals used AI tools and the benefits they reported.

- Zach Curry — North America
- Graziella D'Amico — Europe
- Latha Neelakanta Rao — Asia
- Cezar Meriguetti — Latin America
- Anteneh Desalagne — Africa
- George Allingham — Oceania

Additional Report Support

Contribution	Contributors
PMI Global Promotion	Danielle Ritter, James Turchick, Dave Garrett
PM Insights Blog Promotion	Elaina Mancuso
Regional Engagement and Promotion	Lucila Dotto, Mariami Meladze, Anthony Munge, Yolanda Kim, Sarah Maxwell, Natalia Tavares
External Quality Review	Bertil Blomsterberg, CEO, Aventum AB

Presentation and Training Deck: Navigating the AI Landscape

The presentation and speaker's notes translated findings from the initiative's reports into a practical learning resource on AI in project management.

Content Creation and Design - Marily Nilsson

Developed the presentation narrative and speaker's notes, synthesizing findings and case studies from the published reports

Content Editing, Design Refinement, and Finalization - Katarina Strömberg

Edited the content, refined the visual design, and finalized the deck.

Quality Assurance

The following PMI Chapters reviewed the material for relevance, clarity, and applicability across project-management contexts:

- PMI Bulgaria Chapter
- PMI Dallas Chapter
- PMI Germany Chapter
- PMI Luxembourg Chapter
- PMI Northern Italy Chapter
- PMI Portugal Chapter
- PMI Romania Chapter
- PMI Southern Italy Chapter
- PMI Switzerland Chapter
- PMI West Bengal Chapter

Follow-up Report: AI in Project Management: One Year Later – 2025 and Beyond

Project roles and organizational titles reflect those in place at the time the report was developed and published.

The follow-up report reviewed developments in AI in project management during the year following publication of the 2024 Global Report. It summarized progress against the challenges previously identified, examined developments across six regions, incorporated a project management research perspective, and explored trends anticipated for 2025 and beyond.

Project Sponsor: Katarina Strömberg, PMI Sweden Chapter President.

Project Leadership - Marily Nilsson — Project Lead and Lead Author

Regional Updates

Each regional author examined developments in AI and project management within the respective region during the year following publication of the Global Report.

Africa - Dolapo Adeyemi
Validated the Africa-related findings in AI in Project Management: One Year Later—2025 and Beyond (published 2025).
PMI Africa Sub-Sahara Chapter

Asia - Riam Chazbeck
Contributed to the Asia regional team for the 2024 Global Report.
PMI Lebanon Chapter President

Europe - Aneliya Chervenova
Contributed to the European regional team for the 2024 Global Report.
VP Professional Development, PMI Bulgaria Chapter

Latin America - Andre Barcaui
Professor at the Federal University of Rio de Janeiro

North America - Joel Cardenas
Contributed to the North America team for the 2024 Global Report.
PMI Finland Director and Board Member.

Oceania - Gianmarco Sirei
Contributed with a case study to the Navigating AI in Project Management 2024 report
Project Development Manager, PMOexperts.online

Project Management Research Perspective

The Project Management Journal contributors examined how AI was influencing project management research, including emerging research opportunities and the need for transparency, human oversight, and research integrity.

Project Management Journal Contributors:

Giorgio Locatelli, Editor-in-Chief, Politecnico di Milano, Italy

Stewart Clegg, Member of PMJ's Scientific Committee, University of Sydney, Australia

Joana Geraldi, Senior Editor, PMJ, Copenhagen Business School, Denmark

Jonas Söderlund, Editor-in-Chief, Linköping University, Sweden

Giacomo Dei, PhD Student Applying AI for Data Analysis, Politecnico di Milano, Italy

Emerging Trends in 2025 and Beyond

The team researched and developed the forward-looking section covering AI-powered virtual assistants, data analytics and data-driven decision-making, AI-enhanced team collaboration tools, evolving project management roles and skills, AI agents, and longer-term perspectives on quantum computing, synthetic biology, and bioengineering.

Lead: Marily Nilsson

Joel Cardenas

Andre Barcaui

Gianmarco Sirei

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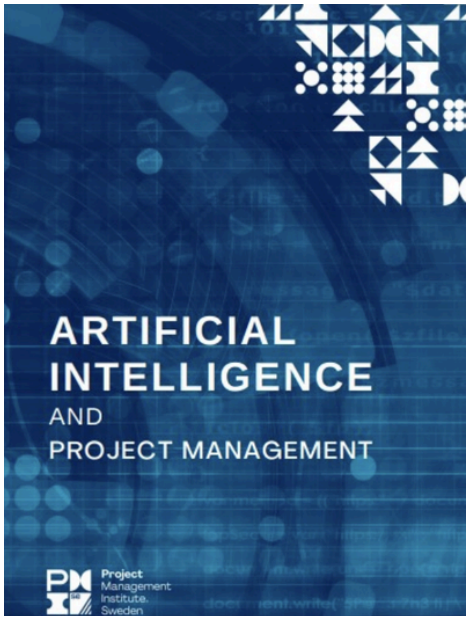
AI in Project Management: Publications and Resources

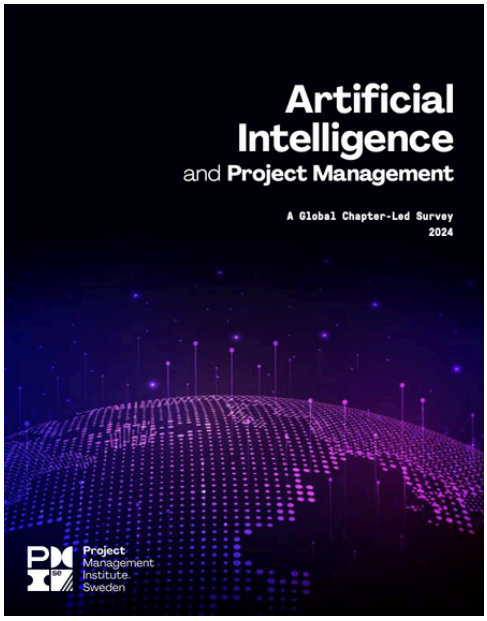
The publications and resources below trace the AI in Project Management initiative from a national survey to a global research collaboration, practitioner case studies, knowledge-transfer materials, and follow-up research. Together, they provide context for this organizational governance case study. Readers can find these publications and resources on the PMI Sweden Chapter website, https://www.pmi-se.org.

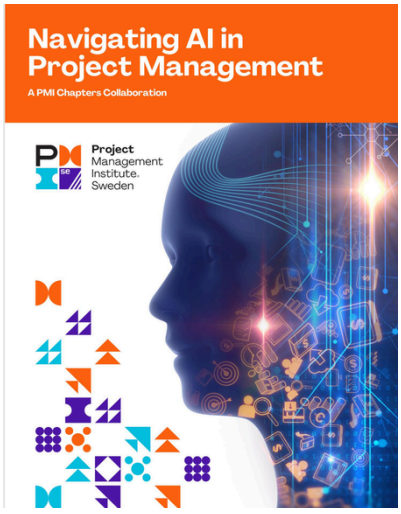
- AI Implications on Project Management—and Has the Pandemic Sped Up Adoption? (2022). Practitioner article examining the effects of the COVID-19 pandemic on AI adoption in project management and the rationale for initiating the PMI Sweden research initiative.
- AI and Project Management (2022). Report presenting findings from the first national survey of AI adoption, knowledge, and expectations among project management professionals in Sweden.
- Articles on Artificial Intelligence in Project Management (2023–2024). Practitioner articles published on ProjectManagement.com addressing AI adoption, organizational readiness, research findings, governance, and implications for project professionals.
- Artificial Intelligence and Project Management: Empirical Overview, State of the Art, and Guidelines for Future Research (2024). Project Management Journal article combining a review of AI research with empirical findings from the global survey and identifying directions for future research.
- Artificial Intelligence in Project Management 2024—A Global Chapter-Led Survey (2024). Global and regional reporting based on responses from 2,314 project professionals across 129 countries, examining AI adoption, organizational maturity, governance, capabilities, and future expectations. The publication included a Global Report and regional reports covering Africa, Asia, Europe, Latin America, North America, and Oceania.
- Artificial Intelligence Specialists Share Thoughts on Recent Community-Led AI Survey (2024). Article comparing Swedish survey findings from 2022 and 2023, with expert interpretation from Conny Svensson, Director of AI Adoption at AI Sweden; Britta Duve Hansen, Senior Project Manager in technology, innovation, and digitalization at Mobile Heights; and Fredrik Hofflander, CTO at Eghed.
- Navigating AI in Project Management (2024). Practitioner report presenting international case studies and experiences of AI implementation in project management, including benefits, challenges, organizational adoption, and lessons learned.
- Navigating the AI Landscape: Presentation and Training Deck (2024). Presentation and accompanying speaker's notes translating findings and case studies from the published reports into material for professional learning and organizational discussion.
- AI in Project Management: Sharing Best Practices that Earned Us a PMI Excellence Certificate of Appreciation (2024). Practitioner reflection documenting the initiative's development, governance, success factors, challenges, outputs, and published stakeholder perspectives on its value and impact.
- AI in Project Management: One Year Later—2025 and Beyond (2025). Follow-up report reviewing developments since the 2024 Global Report, regional progress, emerging AI applications, evolving project management roles, and anticipated future trends.

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Selected Publication Covers, 2022–2025













Additional Knowledge-Sharing Outputs

Webinars

- AI in Project Management Survey Results 2023 Global
- AI in Project Management Survey Results 2023 Europe
- AI in Project Management Survey Results 2023 Asia

Presentations

- Passion for Projects Congress in Sweden in 2022, 2024, and 2025
- PMI's Leadership Institute Meetings
- PMI Northern Italy Chapter meetings
- EIT Digital on the topic of Generative AI Essentials
- Volvo Project Management Forum and many other events
- PMI Romania Chapter Annual Congress
- PMI Poland Chapter Annual Congress

Community on LinkedIn - AI in Project Management Studies by PMI Chapters

- A LinkedIn group, AI in Project Management Studies (by PMI Chapters), was launched to help project managers share insights and knowledge.

Why Contributors Supported the Initiative

The initiative received extensive international support from PMI leadership, Chapters, academics, AI specialists, thought leaders, team members, and partner organizations. PMI Sweden subsequently published reflections explaining why stakeholders chose to support the initiative and how they perceived its value to the project management community.

Their comments emphasized its timely focus, applied relevance, international reach, and contribution to understanding AI's implications for project management. They also recognized the strong leadership, sustained commitment, and international collaboration that brought the initiative from its national beginnings to global delivery.



About the Author

Marily Nilsson, PMP®, is a senior project professional with experience spanning project management, business analysis, change management, strategy, and leadership in international and cross-functional environments.

Her work combines practitioner experience with research into governance, decision-making under uncertainty, and the practical implications of artificial intelligence for organizations. Rather than viewing AI as a replacement for human decision-making, she explores how it can strengthen analysis, support governance, and augment professional judgment in increasingly complex environments.