

The AI in Project Management Global Chapter Report

One Year Later, 2025 and Beyond



Introduction

Artificial intelligence is revolutionizing industries, presenting a wealth of opportunities while posing significant challenges. As organizations navigate the complexities of adopting AI technologies, project management emerges as a critical field at the intersection of innovation and execution. In this dynamic landscape, staying ahead of trends, understanding progress, and addressing obstacles is vital—not just to thrive but to shape the future of project management itself.

This report builds on the insights of the AI in Project Management report released in January 2024. This global, chapter-led initiative united contributions from 25 countries, 27 PMI chapters, and 34 project managers. Drawing on responses from over 2,300 professionals across 129 countries, this effort represents a grounded perspective, informed by the daily realities of project managers leading initiatives worldwide. These voices provide a practical counterbalance to the aspirational visions of industry leaders and researchers, ensuring a holistic understanding of AI's impact.

By anchoring our findings in the experiences of the global project management community, this article aims to deliver actionable insights that support PMI members and practitioners in navigating their transformation journeys. At the same time, it offers a forward-looking perspective on what to expect as AI continues to shape the future of project management.

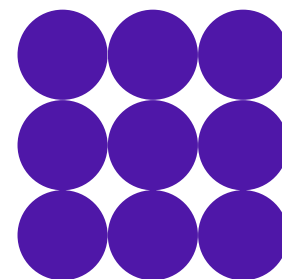
This report reviews the progress made on the key issues highlighted in the January 2024 release and explores anticipated developments for 2025. We examine the strides taken since the report's publication, the evolution of AI research, and its application to project management, particularly in media.

Methodology

Our research draws on a combination of global expertise and technological tools. Regional insights were contributed by PMI Chapters, while the Project Management Journal® offered a research-driven perspective, focusing on the academic and theoretical dimensions of AI in project management. In alignment with the transformative potential of AI, we utilized advanced tools like ChatGPT and Microsoft Copilot to collect, analyze, and synthesize data on this topic.

In Conclusion

This is an exhilarating time for the project management community. Artificial intelligence is set to be a true disruptor to the role, responsibilities, and practices of project managers. With this report, we have sought to illuminate what lies ahead, empowering practitioners to seize the opportunities presented by AI rather than be left behind in the face of rapid change. By embracing transformation, the project management community can position itself at the forefront of innovation, ensuring it not only keeps pace with AI advancements but helps drive them forward.



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Regional Progress Reporting 2024 & Trends 2025 and Beyond



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Project Management Journal - Navigating the AI Frontier in Project Management Research



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Trends 2025 and beyond



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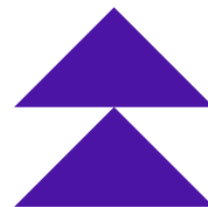
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Reflecting on Progress 2024: Key Challenges in AI Adoption

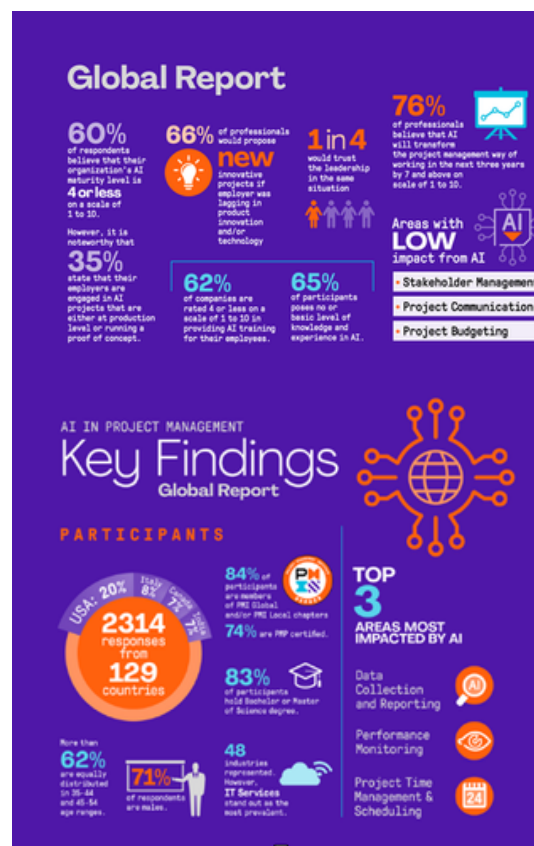
Since the release of the AI in Project Management report in January 2024, the global project management community has grappled with several key challenges outlined in the report. These challenges highlight both the opportunities and barriers to fully integrating AI into the field.

This section revisits the critical issues identified, including the persistent AI training gap, organizational resistance to AI adoption, and the limited impact of AI in areas requiring soft skills like stakeholder management. We also explore the slower adoption of AI in Agile and hybrid methodologies and examine how the early-stage maturity of AI technologies continues to shape their implementation in project management.

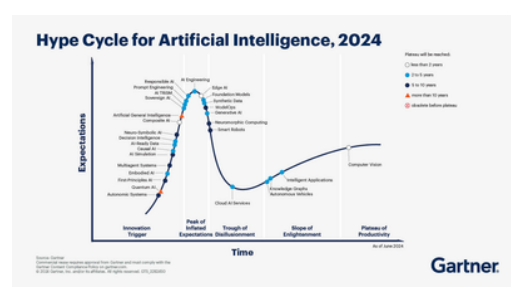
By reflecting on what has transpired over the past year, we aim to shed light on the progress made, the obstacles that remain, and the insights gained to help the project management community navigate this transformative journey.

Key Challenges in AI Adoption identified in the Report:

1. The AI Training Gap: The shortage of skilled professionals capable of implementing and managing AI solutions
2. Leadership Trust and Organizational Resistance: A barrier to AI adoption, as hesitation from leadership and internal resistance slow the pace of change within organizations.
3. Limited Impact on Soft-Skill Areas: AI struggles to address aspects like stakeholder management.
4. Slower AI Adoption in Agile and Hybrid Methodologies: suggesting the need for AI solutions tailored to these approaches.
5. Early-Stage AI Maturity in Project Management: The technological maturity of AI in the field restricting the broader implementation.



Link to the global report: [Artificial Intelligence and Project Management - A Global Chapter-Led Survey 2024](#)



AI Adoption in Project Management supporting documentation:

[Precedent Research AI in Project Management](#)

[McKinsey The state of AI early 2024](#)

[Gartner Hype Cycle for AI](#)

Advancing AI in Project Management 2024: A Year in Review



1. The AI Training Gap

The gap in AI training remains a major barrier to adoption. The Global Chapter led survey found over 40% of respondents lacked AI training, leaving project managers unprepared. While employees are eager to learn, CIO.com and the World Economic Forum highlight a lack of support. To unlock AI's potential, companies must prioritize inclusive upskilling, bridging the gap between C-level executives and operational teams, while fostering growth and alignment across all organizational levels. In 2024, PMI has made notable progress, promoting AI integration through webinars, workshops, and courses like the Generative AI Overview for Project Managers. At the PMI Global Summit, over 25 sessions highlighted AI's growing role. PMI has also strengthened partnerships with AI tech providers and regularly updates programs to ensure relevance. With over 60% of organizations adopting AI tools, upskilling efforts are advancing steadily.

Supporting documentation:

<https://www.ibm.com/think/insights/ai-upskilling>

CIO.com [74% of Workers \(US, UK, Germany & India Suggest Employers to Blame for Their AI Skills Gap](#)

World Economic Forum [A Majority of Workers Want AI Training from Their Companies](#)

Business Insider: [AI's Workplace Revolution: Navigating Anxiety, Adaptation, and Opportunity](#)



2. Leadership Trust & Organizational Resistance

A 2024 McKinsey study found that while over 60% of project managers are eager to innovate with AI, only 30% trust their leadership's readiness to implement AI strategies, exposing a significant trust gap. Forbes (December 2024) highlighted that rising AI adoption is shadowed by employee concerns over job displacement, emphasizing the urgency of building trust. To address this, companies like Accenture and IBM are appointing Chief AI Officers and forming AI Task Forces to strengthen leadership support for AI integration. Leaders must prioritize upskilling, ethical guidelines, and privacy to bridge the trust gap and foster collaboration, ensuring AI's success in project management.

Supporting documentation:

Forbes: [AI in the workplace innovation and workforce concerns](#)

[3 IBM leaders offer guidance to newly appointed chief AI officers](#)



3. Impact on Soft Skills Areas

AI tools are increasingly used for performance monitoring and client interaction in project management. However, their effectiveness in tasks requiring soft skills—such as stakeholder management, team collaboration, and nuanced communication—remains limited. Tasks like negotiation, empathy, and relationship-building still depend on human interaction, revealing a gap in AI's capabilities. In 2024, progress has been made in integrating AI for soft skills management. For example, StoryLab.ai enhances stakeholder management by enabling personalized communication, proactive engagement, and data-driven decision-making, improving relationships. Similarly, itdart.com highlights AI's role in real-time sentiment monitoring, helping project managers anticipate concerns and improve engagement for better outcomes and efficiency

Supporting documentation:

[AI in Negotiation](#)

[Stakeholder management & Engagement](#)

[AI Powered Stakeholder Analysis](#)



4. Still in Early Stage : AI in Project Management

AI adoption in project management remained in its early stages throughout 2024. While AI was increasingly used for areas like risk management and predictive analytics, most organizations stayed in the pilot phase. According to a Gartner survey (February 2024), only 22% of project management organizations had fully integrated AI into their operations. In 2024, companies explored AI for resource optimization, but full integration into workflows was still in development. Generative AI spending surged to \$13.8 billion, with high-ROI applications like code generation and chatbots gaining traction. Specialized AI tools transformed industries such as healthcare, legal, and finance. Additionally, the OECD's updated AI Principles provided guidance on developing trustworthy AI with ethical standards and global interoperability.

Supporting documentation:

[Ethical guidelines for responsible AI use are emerging](#)

[AI-powered virtual assistants are enhancing collaboration and support](#)

[One-third of organizations report moving beyond pilots to operational AI](#)



5. Slower AI Adoption in Agile & Hybrid Methodologies

While AI has been increasingly applied in structured methodologies like Waterfall, its adoption in Agile and hybrid approaches has been slower. However, in 2024, Agile teams began integrating AI tools for backlog prioritization, sprint planning, and forecasting. Tools like Jira started offering AI features to assist these teams, though they remain in early stages.

Key developments in AI for Agile and Hybrid project management in 2024 include:

- AI-powered decision-making
- Automation of routine tasks
- Enhanced collaboration
- Predictive analytics
- Integration with Agile tools

AI in Research and Project Management

Having explored regional developments in AI adoption, we now shift focus to the role of AI in advancing academic research and project management practices. This section examines how AI is reshaping scholarly work, enabling new methodologies, and addressing critical questions about its integration into project management research and processes.



PMJ - Navigating the AI Frontier in Project Management Research

AI-based applications can analyze extensive unstructured datasets and generate text that resembles human writing, opening new avenues for research. Scholars are, therefore, increasingly interested in using AI to e.g., conduct literature reviews, translate academic publications to other audiences, and even automate coding processes in qualitative research. Yet, integrating AI in academic work requires transparency and human oversight to maintain research integrity because AI can lead, in the short term, to misleading results (aka AI hallucinations) and inadvertent plagiarism and, in the long term, erosion of creativity and analytical thinking. Therefore, while AI can enhance efficiency, it may undermine the human voice in scholarship, potentially losing nuance and depth in academic discourse.

As PMJ editors, we encourage researchers to remain vigilant about its limitations while exploring the opportunities presented by AI, such as addressing new research questions enabled by the analysis of large, previously unusable datasets (Geraldi et al., 2024; Müller et al., 2024).

We therefore invite the academic community to join a dialogue on AI's implications for management and organization research rather than offering a definitive guide; examples of topics might include:

- Use and maturity of AI to develop better projects and improve project management
- Integrating AI tools into project and organizational processes to improve project performance
- Changing roles and practices of project managers and team members to ensure better project teamwork and project leadership
- Ethical considerations and frameworks to ensure good use of AI for human beings, organizations and society.

Regional Developments in AI in Project Management 2024

While global trends provide a broad understanding of AI adoption in project management, regional developments reveal the nuanced progress and challenges experienced across different parts of the world. In the following section, we explore how regions like Africa, Europe, Asia, and beyond have embraced AI over the past year, highlighting key advancements, persistent challenges, and the steps being taken to bridge gaps and drive innovation.

Africa



In 2024, Africa made notable progress in AI-driven project management, with generative AI transforming project tracking, decision-making, and problemsolving. The Sub-Saharan Africa PMI leader emphasized AI's growing role in accelerating development, while South Africa's sector is projected to grow 16.7% annually, reaching \$138.7 million by 2030. These advancements underscore Africa's commitment to harnessing AI for greater efficiency, innovation, and strategic growth.

However, significant challenges remain, such as gaps in digital infrastructure, limited digital literacy, and the need to address ethical concerns. The continent also faces a considerable skills gap, with only 25,000 PMI-certified professionals—far below global averages. Closing this gap has become a top priority for PMI in the region.

Sustained investment in AI, digital education, and project management frameworks is essential to scaling innovations, solving complex challenges, and ensuring Africa's leadership in AI-driven development across various sectors.

Supporting documentation:

[Generative AI advances in project management](#)

[PMI Sub-Saharan Africa MD on AI and development](#)

[South Africa's AI growth projection](#)

Asia



The Artificial Intelligence (AI) market in Asia is growing rapidly due to increased adoption of digital technologies, advancements in AI subfields like robotics, computer vision, and machine learning, and the rising demand for convenience-driven solutions. Tech-savvy consumers in the region are embracing AI-powered tools such as virtual assistants, smart devices, and healthcare applications. Aging populations further drive demand for AI in personalized medicine and diagnostics. Key industries benefiting from AI adoption include healthcare, finance, and retail, with businesses leveraging AI to enhance efficiency, reduce costs, and gain competitive advantages. In countries like China, KSA UAE and others, AI growth is fueled by significant government investments, a large tech-savvy workforce, and cultural preferences for convenience, particularly in ecommerce and customer service.

Macroeconomic factors, including technological advancements, regulatory support, and infrastructure investment, also play a pivotal role. Countries with favorable regulations and robust funding experience accelerated growth, highlighting opportunities for innovation while raising concerns about job displacement and ethical considerations in AI deployment. Asia is moving fast with a 23.8% growth rate in AI adoption, thanks to initiatives like the Seoul Declaration promoting safe innovation.

Supporting documentation:

Reuters: [FPT Starts \\$173M AI Centre in Southern Vietnam](#)

WSJ: [Hitachi, Microsoft plan for multibillion dollar AI Partnership](#)

Regional Developments in AI in Project Management 2024

Europe



In 2024, AI transformed project management in Europe by automating tasks, improving efficiency, and enabling data-driven decisions. The EU introduced the first legally binding AI treaty, emphasizing transparency and safety. AI in Project Management Market is expected to grow at a CAGR of over 15% from 2024 to 2032, fueled by technological advancements, increasing demand for efficient project handling, and the need for predictive analytics. Major economies in Europe, like Germany and France will benefit from early generative AI adoption, despite lagging behind the US and China in producing tech giants. Bulgaria became the first European country to launch its own chat system, BgGPT, developed by a public institution (INSAIT) and aimed at its own language, marking a significant step in AI innovation. Overall, Europe's AI development continues to thrive, with \$1.8 billion in startup funding and a commitment to a trustworthy AI ecosystem.

Statista: [Artificial Intelligence in Europe - Statistics and Facts](#)

KBV Research: [Europe AI in Project Management Market Size Report to 2028](#)

European Commission: [AI Act enters into force - European Commission](#)

Supporting documentation:

Statista: [Artificial Intelligence in Europe - Statistics and Facts](#)

KBV Research: [AI in Project Management Europe](#)

European Commission: [EU AI Act Enters Force](#)

Latin America



Latin America is rapidly advancing in AI adoption for project management, driven by strategic national initiatives and growing market demand. Brazil's Artificial Intelligence Plan (2024–2028) allocates \$4.07 billion to develop sustainable AI technologies, aiming to reduce reliance on imports and achieve technological autonomy. Chile leads the region in AI readiness, scoring 73.07 points in the Latin American AI Index (ILIA 2024), followed by Brazil (69.30) and Uruguay (64.98). These countries have robust strategies to integrate AI across sectors. Mexico's AI project management market is set to grow at a remarkable 24.2% CAGR, reaching \$219.6 million by 2030, highlighting its commitment to innovation and productivity. Additionally, a 2023 survey revealed that 40% of business leaders in the region are exploring AI solutions, reflecting an 18% increase from the previous year. Through substantial investments and strategic initiatives, the region is fostering technological independence and driving socio-economic benefits, setting the stage for a transformative future in project execution and collaboration.

Regional Developments in AI in Project Management 2024

North America



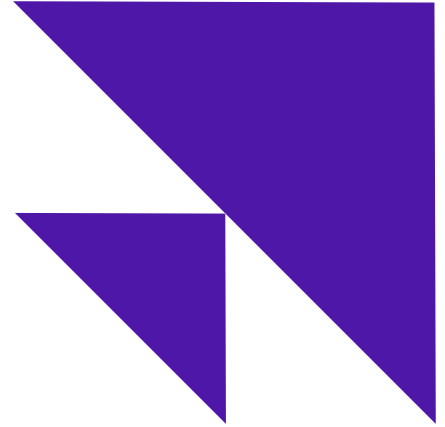
In 2024, North America witnessed significant progress in AI-driven project management, with a projected CAGR of 16.6% through 2028, according to KBV Research. The AI project management market is expected to reach \$1.88 billion by 2030, reflecting the region's growing focus on efficiency and innovation. Advancements in natural language processing, machine learning, and predictive analytics are transforming industries like construction, IT, and healthcare, enhancing decision-making, streamlining workflows, and mitigating risks. However, challenges remain, including a pronounced AI training gap and limited impact on essential soft skills like leadership and adaptability, highlighting that AI maturity in project management is still evolving. Investments in AI education and ethical frameworks, along with initiatives for workforce reskilling, are vital to bridging these gaps. These efforts are expected to solidify North America's leadership in AI-enhanced project management and foster long-term growth.

Oceania



The AI market in Oceania is projected to grow from USD 4.09 billion in 2025 to USD 16.85 billion by 2030, with an annual growth rate of 27.66% (Statista, KBV Research). Advancements in machine learning, robotics, and natural language processing are driving innovation, particularly in healthcare, finance, and retail. Key applications include personalized diagnostics, aged care technologies, and AI-enhanced financial tools.

Despite ethical challenges and workforce adaptation concerns, government-backed initiatives and infrastructure investments position Oceania as a key player in AI-driven project management. Regulatory frameworks and skilled talent further strengthen its potential to lead innovation in this field (KBV Research, Statista).



Emerging Trends in 2025 and Beyond

As we reflect on the progress and challenges of AI in project management over the past year, it is equally important to look ahead. In the final section of this report, we explore the emerging trends that are set to shape the future of AI in 2025 and beyond, offering insights into the innovations, opportunities, and transformations that lie on the horizon.

AI Trends to Watch For 2025

- AI-Powered Virtual Assistants
- Data Analytics & Data Driven Decision Making
- Growing reliance on AI-Enhanced Team Collaboration Tools
- Evolution of Project Management Roles & Skills
- AI Agents

Post-2025 AI in Project Management Trends

- Synthetic Biology and Bioengineering Advancements
- Quantum Computing in Practical Applications

AI Trends to Watch For 2025

1. AI-Powered Virtual Assistants



Examples:

- Siri
- Alexa
- Google Assistant

Description:

AI-powered virtual assistants are gaining broader adoption across industries, with enhanced capabilities such as multilingual support, proactive risk alerts, and the ability to handle complex project-specific queries.

Key Drivers of This Trend:

- Advanced Multilingual Capabilities
- Proactive Risk Management
- Handling Complex Project-Specific Queries

Supporting documentation for this trend include insights from:

- Epicflow: Describes how AI-driven virtual assistants improve communication, task management, and early risk detection. [Checklist AI driven virtual assistant](#)
- Wall Street Journal: Discusses the broader impact of AI on work environments, highlighting virtual assistant capabilities. [WSJ How AI is changing Work](#)

Scenario:

A project manager receives a morning briefing from their AI assistant summarizing project status, flagged risks, and overdue tasks. It schedules a meeting with stakeholders, drafts an agenda, and suggests solutions to bottlenecks. By automating routine tasks, the manager focuses on strategy and team leadership.

AI Trends to Watch For 2025

2. Data Analytics & Data Driven Decision Making



Examples Data Analytics:

- Tableau
- Power BI
- Python (with Pandas and Matplotlib)

Examples Data Driven Decision Making:

- IBM Decision Optimization
- Qlik Sense
- SAP Analytics Cloud

Description:

Advanced AI-driven analytics tools are facilitating widespread access to predictive modeling and prescriptive insights, transforming how organizations make decisions

Key Drivers of Data-Driven Revolution:

- The Rise of Predictive and Prescriptive Analytics
- Enhanced Decision-Making Through Data
- Real-Time Monitoring and Risk Forecasting
- Automation of Data Collection
- Actionable Insights for Strategic Planning

Supporting documentation for this trend include insights from:

- Epicflow: Advocates for using data analytics to enhance decision-making, monitor progress, and forecast risks. [Read more in Article](#)
- Visor: Highlights the role of AI tools in automating data collection and generating actionable insights for decision-making. [10 Must try Data Collection Tools 2024](#)

Scenario:

Imagine a project manager leading a construction project. AI analyzes weather forecasts, supplier performance and workforce availability to identify potential delays. It recommends shifting timelines and reallocating resources to ensure on-time delivery. This proactivity insights transform decision-making, preventing costly overruns and ensuring client satisfaction.

AI Trends to Watch For 2025

3. Evolution of Project Management Roles & Skills



Description:

This evolution will become a necessity, with AI reshaping roles further, pushing demand for cross-disciplinary expertise.

Implications of Evolving Project Management Roles and the Shift in Required Skills:

- Cross-Disciplinary Expertise
- Digital Skills
- Soft Skills
- New Capabilities

Supporting documentation for this trend include insights from:

- Epicflow: Emphasizes the need for both digital and soft skills to manage AI-driven changes effectively. [Current trends in PM - What to prepare for 2025](#)
- Business Insider: Discusses how AI reshapes workflows and requires employees to develop new capabilities. [Leaders Predict AI's Impact on Companies in 12 Months](#)

Scenario:

A project manager is leading a digital marketing campaign with AI tools. They use AI-generated insights to adjust budgets, target audiences, and timelines. By understanding how to work with these tools, they effectively align technical outputs with business goals, driving campaign success while mentoring their team.

AI Trends to Watch For 2025

4. Growing Reliance on AI-Enhanced Team Collaboration Tools



Description:

As remote and hybrid work continue to dominate, AI-driven collaboration tools will play a pivotal role in improving team connectivity, fostering creativity, and ensuring equitable participation. These tools will integrate features such as real-time language translation, adaptive collaboration strategies, and team sentiment analysis.

Key Drivers of this Trend:

- Real-Time Language Translation: Enabling seamless communication in globally distributed teams.
- Adaptive Collaboration Strategies: Tailoring workflows and communication patterns to the needs of individual teams.
- Team Sentiment Analysis: Providing insights into team morale and dynamics to preempt potential issues.

Supporting documentation for this trend include insights from:

- [Slack AI Integration](#) Highlights how AI-enhanced collaboration features improve productivity.
- [Google Workspace](#) Discusses AI-powered tools like Smart Compose and translation capabilities in collaborative settings.
- [Harvard Business Review \(HBR\)](#) Examines how AI tools are reshaping team collaboration

Scenario:

In a hybrid project team spread across time zones, AI tools analyze work patterns and suggest optimal collaboration times. They summarize discussions, highlight unresolved decisions, and track team sentiment to improve engagement. This ensures smooth communication and a cohesive workflow despite physical distance.

AI Trends to Watch For 2025

5. AI Agents



Description:

AI agents automate routine tasks, enhance decision-making, and facilitate seamless collaboration across distributed teams. Project managers can focus on strategic planning and stakeholder engagement, while AI handles scheduling, monitoring, and reporting.

Key drivers of this trend

- Automation of Routine Tasks: AI agents automate repetitive tasks, enhancing efficiency and allowing focus on high-value activities.
- Enhanced Decision-Making and Predictive Capabilities: AI agents provide actionable insights and predict potential issues for data-driven decisions.
- Improved Collaboration Across Distributed Teams: AI agents facilitate seamless communication and real-time updates, promoting effective collaboration and reducing miscommunication.

Supporting information:

The rise of AI agents has been a key focus area, and industry leaders predict this trend will soon reshape organizational landscapes. Nvidia CEO Jensen Huang forecasts that 2025 will be “the year of AI Agents,” a sentiment echoed by Deloitte Insights. According to their analysis, 25% of enterprises leveraging generative AI are expected to deploy AI agents by 2025, a figure projected to double by 2027. These advancements underscore the growing momentum behind AI adoption, with profound implications for project management.

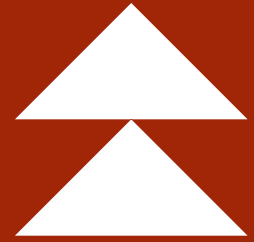
[2025 Artificial Intelligence AI agents](#)

[Deloitte.com/global/en/aboDeloitte Globals 2025 predictions report](https://www.deloitte.com/global/en/aboDeloitte%20Globals%202025%20predictions%20report)

Scenario:

An AI-powered project assistant autonomously monitors a construction project. It predicts delays due to material shortages, suggests alternative suppliers, and adjusts the schedule accordingly. The agent facilitates real-time communication between architects, contractors, and stakeholders by generating visual updates. It flags potential cost overruns and provides actionable insights, allowing the project manager to make informed decisions and maintain project alignment without manual data consolidation. This ensures efficient resource utilization, minimizes risks, and enhances collaboration, enabling the project manager to focus on strategic leadership rather than operational micromanagement.

Post-2025 Trends: AI in Project Management



Quantum Computing:

Quantum-enabled tools will revolutionize risk management and resource allocation in large-scale projects. PMs must develop new skills to interpret quantum-driven insights and manage shorter timelines for complex problem-solving.

Scenario:

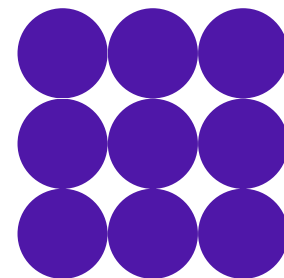
A project manager oversees a logistics optimization project using quantum computing to streamline supply chains. The quantum system analyzes millions of variables, including fuel costs, weather, and delivery routes, generating an optimal plan in minutes. The PM coordinates quantum scientists, data analysts, and logistics teams to integrate these insights into operations. By managing cross-functional collaboration and ensuring deliverables align with the client's goals, the PM facilitates reduced costs, faster deliveries, and a more sustainable supply chain.

Synthetic Biology and Bioengineering Advancements:

Projects in healthcare, agriculture, and sustainability will require PMs to manage interdisciplinary teams, comply with complex regulations, and adapt to rapid scientific advancements. Ethical considerations and stakeholder alignment become central.

Scenario:

A project manager leads a team creating drought-resistant bioengineered crops. They oversee lab testing, regulatory approvals, and farmer training, ensuring the project meets milestones and addresses global food insecurity.



The global Chapter-led Research Project – We, the ones who made this possible.



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All good things come to an end, and this marks the conclusion of an amazing journey. It's been inspiring to see what incredible things can happen when we work together, putting the common goal above personal ambitions.

Shared knowledge and collaboration have been the true magic behind our success, and we are so proud of what we've achieved together.

Thank you from the bottom of our heart for your passion, dedication, and hard work. Wishing you all the best in your future endeavors!

*Keep Shining!
Marly and Katarina*