

SECOND GLOBAL SURVEY ON AI IN PROJECT MANAGEMENT

What's Changed

What's Next

What's at Stake

Prof. Antonio Nieto-Rodriguez
Prof. Ricardo Viana Vargas , Ph.D.

September 2025

Executive Summary

In 2023, our first global survey revealed that project managers were only beginning to experiment with AI. Adoption was limited, and most professionals were still questioning its real value. Two years later, in 2025, our second survey of 870 professionals across 97 countries tells a very different story.

The overall sentiment is cautious optimism. While ethical risks and workforce adaptation remain challenges, the momentum is undeniable: AI is no longer optional in project management — it is becoming foundational.



Adoption has accelerated

Two-thirds of respondents now use AI tools for project management, up from 41% in 2023.



New skills are critical

Prompt engineering, data analytics, and ethical awareness are now top competencies for PMs.



AI literacy has doubled

25.5% are “very familiar” with AI in PM, compared to 16.7% two years ago.



Cultural barriers are bigger than technical ones

Staff resistance and ethical concerns outweigh lack of expertise as top blockers leverage AI effectively.



Business impact is measurable

Nearly half report cost reductions, and one in four organizations has realized over \$250K in ROI.



The future is co-piloted

By 2028, 42% expect more than half their project portfolios to be managed with AI copilots.

Why This Survey Matters

Artificial Intelligence (AI) is no longer an emerging concept for project managers. In 2023, when we released the findings of our first global survey, the conversation was still dominated by experimentation, early adoption, and questions about whether AI would ever become a serious tool for managing projects.

Two years later, in 2025, the situation has evolved dramatically. AI is now a mainstream capability in project management, embedded in daily workflows, and increasingly linked to business outcomes.

This second global survey explores the current state of AI adoption, its business impact, and the future role it will play in shaping project management as a discipline. More importantly, it highlights what has changed since 2023, showing both the acceleration of adoption and the new barriers organizations are grappling with.

Research Snapshot

870

PROJECT
PROFESSIONALS

42%

PROJECT / PROGRAM
MANAGERS

97

COUNTRIES

46%

ORGANIZATIONS ABOVE
1,000 EMPLOYEES

28%

EXECUTIVES /
SENIOR LEADERS

Comparison with the previous research

2023 had 772 participants from 95 countries. The 2025 edition shows both growth in reach and a more balanced mix of senior leaders and practitioners.

Larger participation from Asia and the Middle East indicates a geographic shift toward regions where AI adoption in PM is accelerating fastest.

Demographics

INDUSTRIES REPRESENTED:

- IT/Tech (25%)
- Pharma/Healthcare (15%)
- Financial Services (14%)
- Manufacturing (13%)
- Other (33%)

ORGANIZATION SIZE:

- >1,000 employees (46%)
- 50–999 (22%), <50 (32%)

REVENUE PROFILE:

Broad spread across
<\$50M → >\$5B

Uncovering Insights and Trends

The findings of this survey, with participation from over 870 professionals worldwide, provide an unprecedented look into how organizations are:

- › Embedding AI into project delivery at scale.
- › Quantifying financial and non-financial benefits.
- › Developing new skillsets and roles for AI-driven project management.
- › Addressing ethical, cultural, and sustainability challenges.

These insights build on the baseline we established in 2023, allowing us to track how familiarity, confidence, and adoption levels have shifted in just two years.

A Glimpse Into the Future

AI in project management is moving rapidly from being a tool for efficiency and automation to becoming a strategic partner in decision-making, innovation, and sustainability. Respondents anticipate that by 2028, a significant portion of their portfolios will be managed with AI co-pilots, shifting the role of project managers toward higher-value, human-centric activities such as stakeholder engagement, ethics, and leadership.

This white paper paints a vivid picture of what's changed, what's next, and what's at stake if organizations fail to adapt.

Our Invitation

We invite you to explore these results not as abstract statistics, but as a collective narrative of how project professionals are living through this transformation.

This report offers data, insights, and forward-looking advice to help you and your organization embrace AI as a core capability of modern project management. Together, we can ensure AI becomes not just another tool, but a trusted partner that amplifies human potential and accelerates organizational success.

Prof. Antonio Nieto-Rodriguez
Prof. Ricardo Viana Vargas , Ph.D.

Key Findings

Familiarity with AI in PM has grown sharply

01

2023: Only 16.7% said they were “very familiar” with AI in project management.

2025: Now **25.5% report being very familiar** and another 33.6% somewhat familiar.

This shows AI literacy among project professionals has **doubled in two years**.

Biggest gains are in scheduling, risk management, and forecasting

03

Top areas of improvement:

- › Scheduling and resource allocation (72%)
- › Risk management (64%)
- › Financial forecasting (41%)

A shift from 2023, where communication and collaboration were higher priorities. This indicates that AI is proving its value in quantifiable, execution-focused domains.

Clear business impact is now measurable

05

- › 47% report cost reductions from AI use.
- › 39% report faster project delivery.
- › 26% have documented higher ROI or quantified savings over \$250K.

Unlike 2023, where improvements were mostly anecdotal, organizations now link AI use to hard financial metrics.

AI tools are moving from exploration to mainstream adoption

02

- › 54% of respondents are already using AI tools “to some extent.”
- › 12% report “extensive” use in their daily project work.
- › Only 31% are still “considering” adoption.

The narrative has shifted from if AI will be used, to how deeply it should be integrated.

Automation levels expected to accelerate

04

Most professionals predict **20–40% of PM/PMO activities automated within 5 years**.

In 2023, the majority estimated just 20%.

The expectation of automation has **doubled** in two years, showing rising confidence in AI's operational role.

Skills gap is widening

06

62% say PMs will need **significant skill adaptation**.

Most critical skills:

- › Data analytics (63%)
- › AI literacy and prompt engineering (58%)
- › Ethical/legal awareness (44%)

Compared to 2023, the new addition is **prompt engineering**, reflecting how generative AI has entered the PM toolkit.

Key Findings

Job displacement fears remain low but are growing

07

2023: Only 29% were worried about AI replacing their jobs within 5 years.

2025: **36% now express concern**, with higher anxiety among younger professionals.

While still a minority, the **trend line shows increasing unease** as automation becomes more tangible.

Barriers are shifting from technical to ethical and cultural

09

2023: The main obstacle was "lack of technical expertise."

2025: The leading barriers are now **resistance from staff (62%) and ethical concerns/bias (54%)**.

This signals that **technology is catching up, but culture and trust are the bigger roadblocks**.

AI is seen as strategically important

08

46% rate AI as "very important" to achieving organizational project goals.

This is consistent with 2023 but now linked more explicitly to **innovation and strategy execution**.

Organizations are beginning to **treat AI as a core element of delivery models, not just a productivity enhancer**.

The future is AI co-piloted project portfolios

10

By 2028, 42% of respondents expect **over half of their portfolios** to be managed with AI co-pilots.

Optimism dominates: 68% are "very" or "cautiously" optimistic about AI's role in project management.

The profession is preparing for a **blended future where AI takes on operational load, and humans focus on leadership, judgment, and relationships**.

SECTION 1

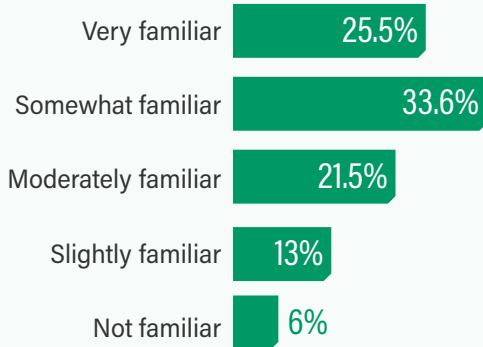
AI Adoption and Integration

Since 2023, AI adoption in project management has moved from early experimentation to mainstream integration. Familiarity and tool usage have grown sharply, automation expectations have doubled, and maturity levels show the profession transitioning from pilots to embedded practices. AI is no longer a side experiment — it is becoming a structural element of how projects are delivered.

QUESTION 1

Familiarity with AI in Project Management

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- › Translate AI literacy into practical applications on live projects, not just theory.
- › Share insights with your teams to make AI a collective capability, not an individual skill.
- › Position yourself as a bridge between AI tools and business value — this will secure your role's relevance.

COMPARISON WITH 2023

In 2023, only 16.7% were very familiar.

Overall familiarity (moderate + higher) has grown from ~65% in 2023 to **80% in 2025**.

INSIGHTS

Familiarity with AI in project management has risen dramatically in just two years. A majority of professionals now have at least some understanding, with a growing share reporting strong expertise. This marks a shift from AI being viewed as a niche capability to becoming a baseline expectation in the profession.

As knowledge spreads, organizations will expect PMs to actively apply AI actively, not just be aware of it.

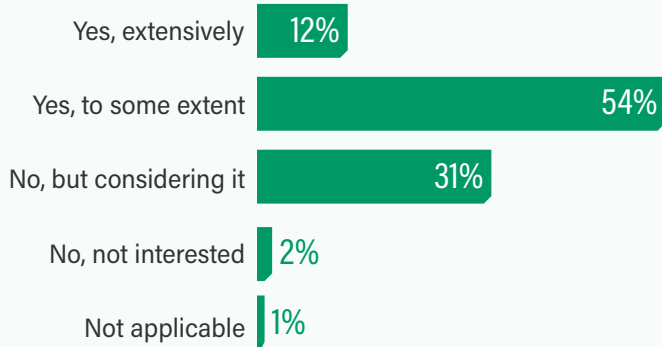
"I'm not an AI expert yet, but in every project conversation, AI shows up — it's unavoidable now."

— Project Manager, Technology Sector

QUESTION 2

Use of AI-Based Tools in PM

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- › Take ownership of standardizing tool use within your project team.
- › Experiment with copilots and document clear productivity gains for executives.
- › Avoid fragmentation by aligning tool use with your organization's broader PM practices.

COMPARISON WITH 2023

In 2023, only 41% reported using AI tools to any extent.

In 2025, that figure has risen to 66%, showing a **60% growth in adoption**.

INSIGHTS

Usage of AI tools has expanded rapidly, with most respondents now reporting some form of adoption. This shows AI has moved beyond experimentation into practical integration across projects.

However, adoption levels vary widely, and many organizations are still far from standardized practices. The difference in impact will come from depth of use rather than breadth.

"We've embedded copilots in our PMO dashboards, but adoption still depends on the manager's willingness."

— PMO Director, Financial Services

QUESTION 3

Areas Where AI Improves PM Most

2025 RESULTS (TOP 3)



Other mentions:

Communication/reporting (36%),
Stakeholder alignment (22%)

Our Advice to AI Project-Driven PMs:

- › Anchor your AI adoption around high-value drivers like scheduling and risk.
- › Use AI outputs to challenge assumptions in project plans and forecasts.
- › Link improvements directly to business outcomes to strengthen your credibility.

COMPARISON WITH 2023

In 2023 top areas were scheduling (78%) and risk mitigation (69%).

Consistency: Scheduling and risk remain the dominant areas.

Shift: In 2025, financial forecasting emerges as a new top-3 area, reflecting the rise of generative AI in predictive analytics.

"AI is now my first tool for risk management — it sees patterns long before I do."

— Senior Project Manager, Pharma

INSIGHTS

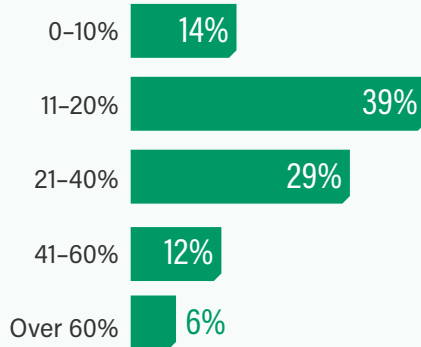
Scheduling, risk management, and financial forecasting remain the areas where AI delivers the strongest improvements. These functions align directly with the most measurable and visible project outcomes.

The shift reflects a move away from soft collaboration tasks toward hard performance drivers. PMs increasingly recognize AI as an enabler of **precision execution**.

QUESTION 4

% of PM/PMO Activities Automated (5 Years)

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- › Identify which of your current tasks can be delegated to AI.
- › Reallocate your time to stakeholder engagement and decision-making.
- › Redefine your role around value creation rather than administration.

COMPARISON WITH 2023

In 2023, the largest group (40%) predicted 20% automation.

In 2025, 29% expect 21-40% automation, showing a **shift upward in expectations**.

INSIGHTS

Expectations for automation are rising, with most professionals anticipating significant portions of administrative work will be AI-driven within five years. This reflects growing trust in AI to handle repetitive and low-value tasks.

The focus is now shifting from questioning if AI can automate to planning what humans will do with the freed capacity. Organizations that proactively redefine PM roles will capture the greatest value.

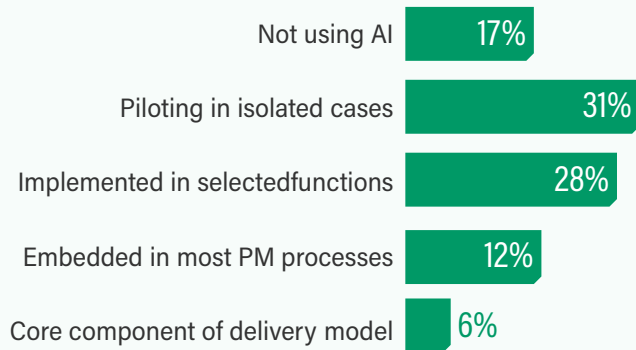
"AI has already automated my reporting — I now spend that time with stakeholders."

— Project Lead, Energy Industry

QUESTION 5

Maturity of AI Usage in Organizations (new in 2025)

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Volunteer your projects as AI pilot candidates to gain early credibility.
- > Document lessons learned and advocate for scaling practices across the portfolio.
- > Position yourself as a change agent who helps bridge pilots into enterprise adoption.

INSIGHTS

While adoption is growing, most organizations are still in early maturity stages, piloting AI or applying it selectively.

Only a minority have made it a core component of their delivery model. This uneven maturity means that individual project managers often lead the way in experimentation.

The transition from isolated pilots to enterprise-wide adoption is the next challenge.

"We've proven AI works on pilot projects — now leadership is asking how to scale."

— Transformation Manager, Manufacturing

SECTION 2

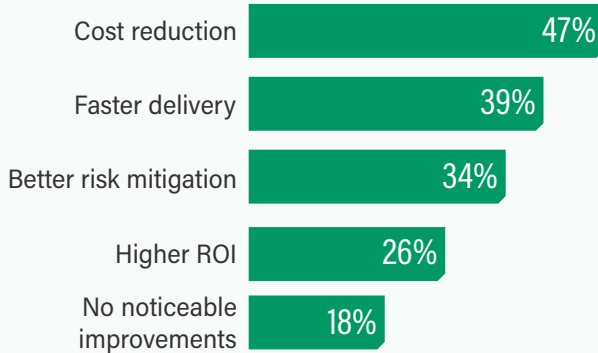
Business Benefits and Performance Impact

Unlike in 2023, where impact was largely hypothetical, 2025 provides hard evidence that AI in project management delivers measurable business value. Both financial and non-financial benefits are now visible, strengthening the case for strategic adoption.

QUESTION 6

Improvements in Project Outcomes from AI Use

2025 RESULTS (MULTI-SELECT)



Our Advice to AI Project-Driven PMs:

- › Track AI-enabled improvements in your project closure reports.
- › Share concrete results to advocate for scaling adoption.
- › Connect outcomes directly to organizational objectives to reinforce strategic value.

INSIGHTS

Organizations are now reporting tangible improvements in project delivery from AI, with cost savings, faster execution, and stronger risk management as the most visible gains.

Unlike 2023, these results are backed by measurable outcomes rather than anecdotal evidence.

The data suggests that AI is moving from experimental hype to delivering reliable value. For project managers, this validates AI as a driver of performance, not just efficiency.

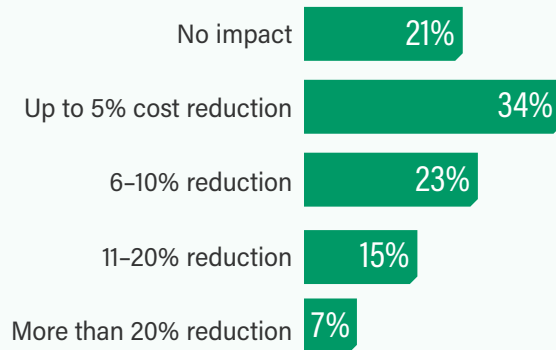
"We cut costs and improved delivery speed — AI finally shows results I can present to leadership."

— Project Manager, Healthcare

QUESTION 7

AI Contribution to Cost Reduction

2025 RESULTS



INSIGHTS

The majority of organizations report moderate but meaningful cost savings from AI use, often in the range of 5-10%. These savings may look small in isolation, but at the portfolio level they scale into millions.

A smaller group is seeing major reductions, proving the potential of AI when implemented deeply. For PMs, the ability to demonstrate savings can be a powerful lever for executive sponsorship.

Our Advice to AI Project-Driven PMs:

- › Use AI to uncover hidden cost drivers in your projects.
- › Quantify savings and present them as part of your success metrics.
- › Frame cost reduction not just as savings, but as fuel for reinvestment in innovation.

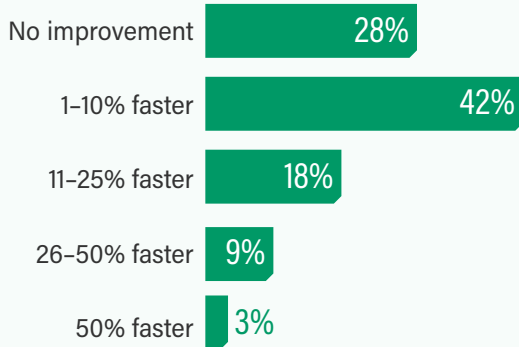
"AI highlighted inefficiencies in procurement I would have never spotted."

— Senior Project Manager, Construction

QUESTION 8

Faster Delivery with AI Tools

2025 RESULTS



INSIGHTS

AI is helping reduce cycle times, with many organizations reporting modest improvements and some achieving dramatic accelerations. Speed gains come from automating reporting, scheduling, and data processing, as well as enabling faster decisions.

While AI alone does not guarantee agility, it reduces friction in processes. For PMs, this means the opportunity to focus more on navigating complexity than chasing updates.

Our Advice to AI Project-Driven PMs:

- › Apply AI to shorten repetitive cycles like reporting and updates.
- › Redirect the saved time to address critical project uncertainties.
- › Use speed improvements as a competitive advantage in high-stakes projects.

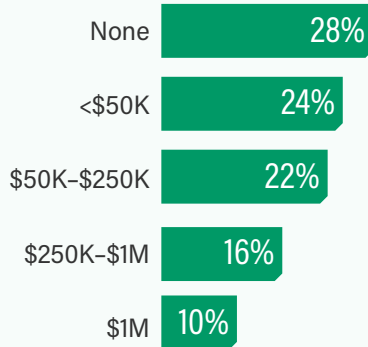
"AI turned a two-day reporting task into a 20-minute check."

— Program Manager, Financial Services

QUESTION 9

Financial Value from AI (ROI or Savings)

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Always quantify the financial impact of AI interventions.
- > Use ROI examples to strengthen your influence with sponsors.
- > Incorporate AI-driven value tracking into benefit realization frameworks.

INSIGHTS

For the first time, a significant proportion of organizations are reporting six- or seven-figure returns from AI-enabled project management. This proves AI is not only a cost-control tool but a generator of financial value.

The ability to measure and report ROI strengthens the case for further investment. For PMs, ROI-focused metrics can secure more substantial alignment with executives.

"The AI forecast saved us from overruns that would have derailed the program."
— Program Manager, Automotive

QUESTION 10

Non-Financial Benefits of AI in Projects

2025 RESULTS (TOP 3)



Other mentions:

Governance transparency (27%),

None (14%).

Our Advice to AI Project-Driven PMs:

- › Track non-financial benefits like morale and stakeholder satisfaction.
- › Communicate how AI supports people, not just processes.
- › Use wellbeing gains as part of your leadership narrative.

INSIGHTS

AI is also improving the human side of projects — reducing stress, improving stakeholder engagement, and accelerating decision-making. These benefits highlight AI's role in improving project sustainability and wellbeing.

Long-term, happier teams and more transparent governance can be as impactful as cost or schedule savings. Project managers can use these benefits to build stronger trust with their teams.

"AI took away the repetitive tasks and my team is more engaged than ever."

— Project Lead, Pharma

SECTION 3

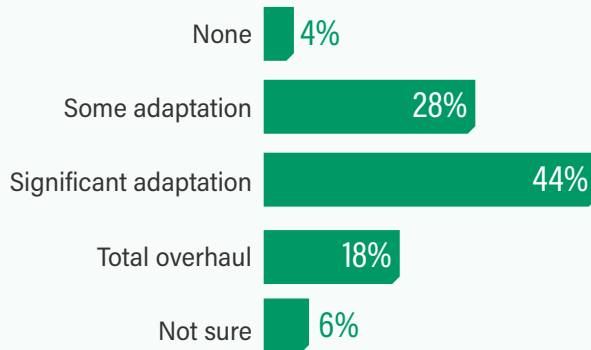
Skills, Roles and Workforce Evolution

Skills are the new frontier of AI-driven project management. Familiarity and adoption are rising fast, but formal training is lagging. Organizations that accelerate workforce development will build a decisive competitive advantage.

QUESTION 11

How Much Will PM Skills Need to Adapt?

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Proactively reskill in AI and data-driven decision-making.
- > Combine AI literacy with stakeholder management and ethical judgment.
- > Position yourself as a role model for AI-augmented leadership.

COMPARISON WITH 2023

In 2023, 62% predicted “significant adaptation” of skills.

In 2025, that number remains high, but 18% now believe a “total overhaul” is needed — up from just 6% in 2023

INSIGHTS

Professionals agree that skills must adapt, with a growing share predicting a complete overhaul of PM competencies. The demand is for technical literacy combined with leadership and ethical awareness.

The pace of change suggests reskilling cannot be optional. PMs who anticipate this shift will remain relevant, while others risk being sidelined.

“AI doesn’t take away leadership, but it changes what leadership looks like.”

— Program Director, Insurance

QUESTION 12

Which New Skills Are Most Critical?

2025 RESULTS (TOP 3)



Other mentions:

Legal/ethical risk awareness (44%),
Empathy and EI (32%).

Our Advice to AI Project-Driven PMs:

- > Master prompt engineering to unlock the value of generative AI.
- > Strengthen your data interpretation skills to challenge AI outputs.
- > Balance technical literacy with emotional intelligence for effective leadership.

COMPARISON WITH 2023

In 2023, top skills were: critical thinking (74%), data science (63%), ethics (55%).

2025, adds a new skill: prompt engineering (58%), reflecting generative AI's mainstream role.

INSIGHTS

Data analytics, prompt engineering, and critical thinking are the top emerging skills for project professionals. Ethics and empathy remain essential, reinforcing that technology alone is not enough.

The role of the PM is expanding into a hybrid of strategist, technologist, and leader. Building this balanced skillset is now a career imperative.

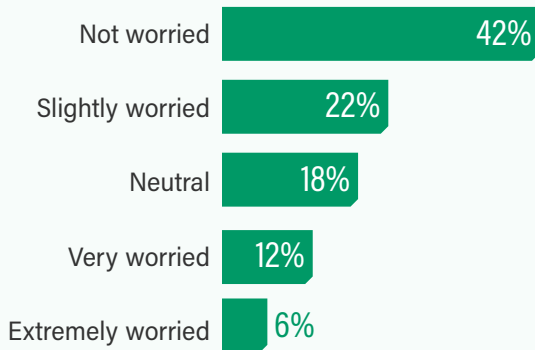
"Prompt engineering is now as important as Gantt charts once were."

— Project Consultant, Professional Services

QUESTION 13

Fear of AI Replacing PM Roles (5 Years)

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- › Reframe AI as your assistant, not your competitor.
- › Focus on high-value areas like influence and strategic thinking.
- › Mentor younger PMs to build their confidence in the AI era.

COMPARISON WITH 2023

In 2023, only 29% were worried at all.

In 2025, **36% are now worried**, with higher concern among younger PMs.

INSIGHTS

Concerns about AI replacing PMs are rising but remain a minority. Most professionals see AI as a tool for augmentation, not replacement. The real risk is the redefinition of responsibilities if PMs don't evolve.

Anxiety is highest among early-career PMs who feel less secure.

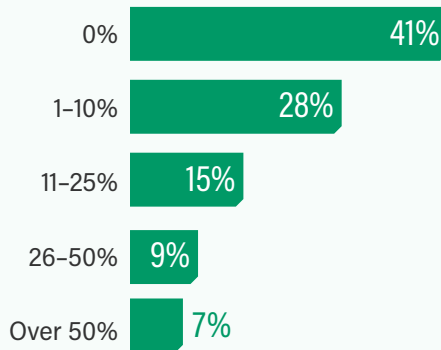
"I may take the admin, but I keep the leadership."

— Senior Project Manager, Telecoms

QUESTION 14

% of PMs AI-Trained or Certified (new in 2025)

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Invest in your own AI training to stay ahead of the curve.
- > Advocate for structured learning programs in your organization.
- > Share your expertise to raise collective maturity across the team.

INSIGHTS

Training lags far behind adoption, with most organizations reporting less than 10% of PMs formally trained. This mismatch creates risks of underutilization and misapplication.

Without structured development, organizations will not realize full benefits. PMs who invest personally in training gain a clear edge.

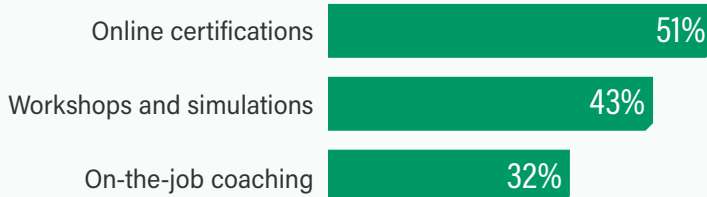
"My team uses AI daily but most have never been trained in how to use it properly."

— PMO Director, Public Sector

QUESTION 15

Preferred Training Formats (new in 2025)

2025 RESULTS (TOP 3)



Other mentions:
Peer forums (22%)
None (6%).

Our Advice to AI Project-Driven PMs:

- › Seek certifications but reinforce them with real project applications.
- › Use simulations to test skills in low-risk environments.
- › Build peer-learning networks to sustain knowledge exchange.

INSIGHTS

Professionals prefer blended learning — certifications, simulations, and coaching. This shows a desire for both theory and practice. Continuous, experiential learning is valued over one-time workshops.

PMs who engage in active learning are better positioned to adapt.

"The best way to learn AI is to apply it in live projects, not just read about it."
— Agile Coach, Retail

SECTION 4

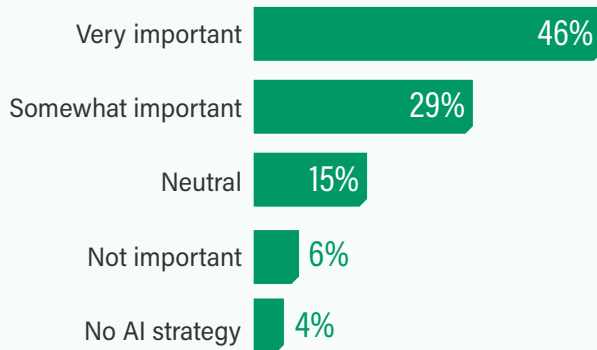
Strategic Value and Transformation

AI is now strategically embedded in project management. The obstacles are less about technology and more about culture, trust, and ethics. Organizations that solve these softer barriers will unlock the full strategic potential of AI.

QUESTION 16

Importance of AI to Strategic Project Delivery

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Position AI as a bridge between delivery and strategy in your reports.
- > Translate AI outputs into executive-relevant insights.
- > Highlight how AI helps deliver not just projects, but organizational goals.

COMPARISON WITH 2023

In 2023, 45.6% said "very important."

In 2025, virtually the same, but the "no AI strategy" group shrank from ~10% to 4%.

INSIGHTS

AI is increasingly recognized as central to aligning projects with strategic objectives. Nearly half of the respondents now call it very important.

The share of organizations with no AI strategy has shrunk considerably. The link between AI insights and strategy execution is strengthening.

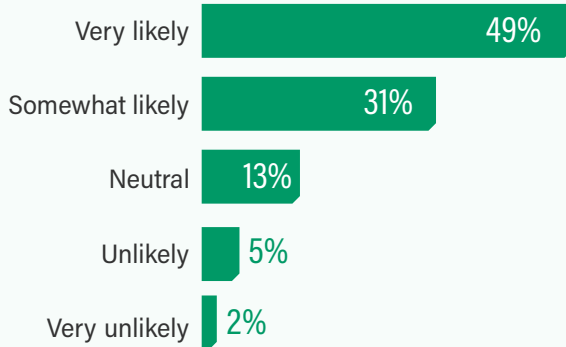
"AI is how we now connect project execution with business strategy."

— Strategy Lead, Telecoms

QUESTION 17

Willingness to Invest Further in AI for PM

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Use data from your projects to argue for continued investment.
- > Position AI spend as essential to risk reduction.
- > Link investment directly to tangible project benefits.

COMPARISON WITH 2023

In 2023, 50.7% very likely, 29.7% somewhat likely.

In 2025, Almost identical. The real change is that **fewer respondents are skeptical** (only 7% unlikely versus 12% in 2023).

INSIGHTS

Investment appetite remains high, with skepticism shrinking. Executives increasingly see AI as a necessity rather than a discretionary expense.

The perception is shifting from AI as a cost-saver to AI as risk insurance. For PMs, this presents a chance to influence budget allocation.

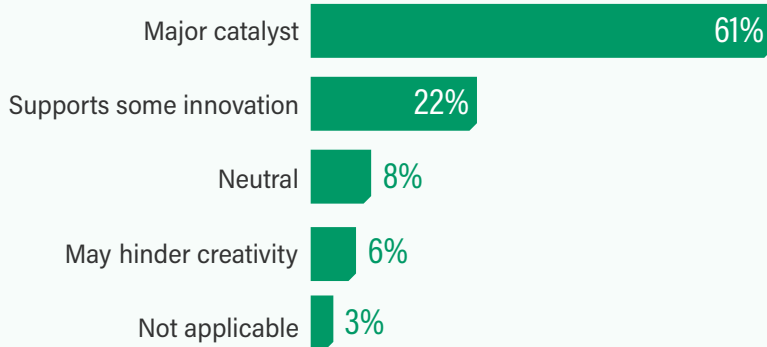
"Our CFO now funds AI as part of our delivery infrastructure, not an experiment."

— Portfolio Executive, Banking

QUESTION 18

AI as a Catalyst for Innovation

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Use AI to generate new options and scenarios.
- > Frame AI as a partner in ideation, not a replacement for human insight.
- > Encourage teams to explore AI-driven creativity responsibly.

COMPARISON WITH 2023

In 2023, 65.1% said AI could facilitate innovation.

In 2025, Still a strong majority, though slightly fewer see it as "major." Skepticism about creativity risks has grown slightly (from 14.8% ~6% saying it may hinder).

INSIGHTS

AI is seen as a major catalyst for innovation, though professionals emphasize it supports rather than replaces human creativity.

The value lies in generating options, accelerating insights, and enabling better-informed choices. Skepticism persists but is diminishing. PMs who embrace AI see it as a creative amplifier.

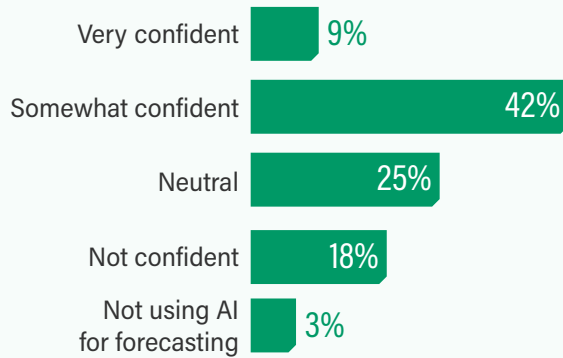
"AI brings the ideas to the table — we decide which ones to run with."

— R&D Project Manager, Consumer Goods

QUESTION 19

Confidence in AI-Generated Forecasts

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- › Treat forecasts as decision support, not infallible predictions.
- › Validate results with expert judgment and contextual knowledge.
- › Build confidence gradually by comparing AI forecasts with actual outcomes.

COMPARISON WITH 2023

In 2023, 8% very confident, 40% somewhat, 30% neutral, 20% not confident.

In 2025, confidence has inched higher, neutrality lower. **Skepticism is easing slightly.**

INSIGHTS

Confidence in AI-generated forecasts is growing, though full trust is rare. Most professionals use forecasts as guidance rather than absolute truth.

Neutrality is declining as more gain experience with probabilistic outputs. The trajectory is toward cautious but increasing reliance.

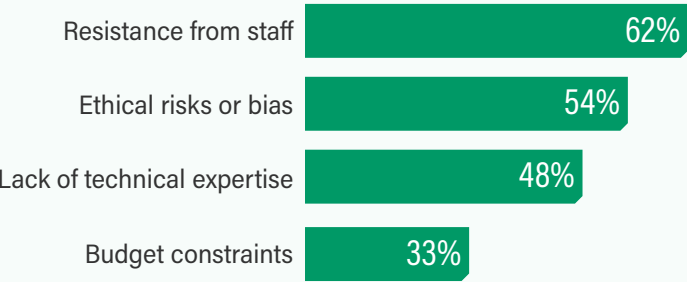
"I trust AI forecasts, but I always validate them before presenting to executives."

— Program Manager, Aerospace

QUESTION 20

Barriers to AI Implementation

2025 RESULTS (TOP 4)



Our Advice to AI Project-Driven PMs:

- > Act as a change leader to ease resistance within your team.
- > Communicate transparently about how AI makes decisions.
- > Build ethical awareness into project practices.

COMPARISON WITH 2023

2023 barriers: technical expertise (62%), resistance (66%), ethics (63%), budget (36%).

2025, shows **technical concerns decreasing**, but **cultural and ethical issues rising in prominence**.

Barrier Trends 2023 → 2025

Barrier	2023	2025	Trend
Lack of technical expertise	62%	48%	↓ Technical maturity improving
Resistance from staff	66%	62%	↔ Still the #1 barrier
Ethical risks/bias	63%	54%	↔ Ethical issues remain high
Budget constraints	36%	33%	↔ Stable concern

INSIGHTS

Cultural and ethical barriers now outweigh technical ones. Staff resistance, trust concerns, and bias fears dominate the conversation. This shows technology is advancing faster than organizational acceptance.

Addressing the human side of AI adoption is now critical.

“The real challenge isn’t technical — it’s convincing people to trust AI.”
— PMO Lead, Pharmaceuticals

SECTION 5

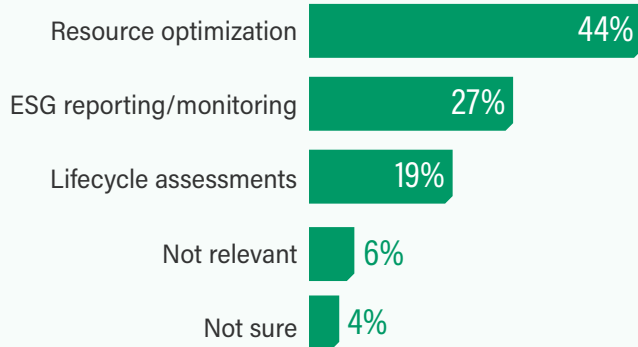
Future Trends, Sustainability and Diversity

The future of project management is AI-assisted. Sustainability, diversity, and strategy alignment are at the core of how professionals see AI's role. The arrival of AI copilots marks a major turning point: AI is no longer a back-office tool, but an active participant in project delivery.

QUESTION 21

How Can AI Support Sustainable Project Management?

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Use AI dashboards to monitor ESG performance.
- > Integrate sustainability KPIs into project governance.
- > Champion sustainability as part of project value creation.

COMPARISON WITH 2023

In 2023, resource optimization was also identified as the top sustainability use case.

In 2025, what's changed is a stronger focus on **ESG reporting and lifecycle analysis**, reflecting pressure from regulators and investors.

"AI helps us measure sustainability, not just talk about it."

— Sustainability Manager, Logistics

INSIGHTS

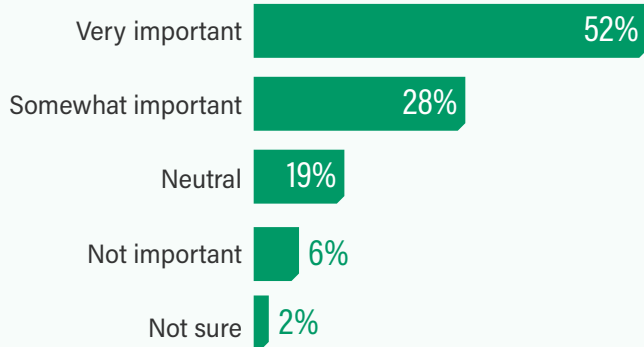
AI is increasingly used to support sustainability, especially in resource optimization and ESG reporting. These areas reflect rising regulatory pressure and stakeholder demands.

AI enables organizations to integrate sustainability into project practices systematically. For PMs, this is an opportunity to align delivery with long-term purpose.

QUESTION 22

Importance of Diversity & Inclusion in AI Algorithms

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Monitor algorithms for potential bias.
- > Ensure diverse representation in project decision-making.
- > Make ethical AI a visible part of project governance.

COMPARISON WITH 2023

In 2023, 54% said very important, 30% said somewhat.

In 2025, almost identical — **commitment is stable.**

INSIGHTS

Diversity and fairness in AI algorithms remain top concerns for project professionals. The risk of bias is widely recognized and persists as a barrier to trust.

Organizations are realizing that diversity is not only ethical but also critical to credibility.

For PMs, oversight of AI fairness is becoming part of their governance role.

"An algorithm that excludes is a project failure, no matter the delivery speed."

— HR Project Lead, Public Sector

QUESTION 23

AI Contribution to Strategy Execution

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Position AI insights as tools to drive boardroom discussions.
- > Use AI data to highlight portfolio risks early.
- > Reinforce your role as a strategic partner, not just a delivery manager.

COMPARISON WITH 2023

In 2023, Similar results, with real-time risk identification and faster decisions as top answers.

2025 shows **slightly higher confidence** that AI will accelerate decision-making at the portfolio level.

INSIGHTS

AI is increasingly valued for enabling real-time risk detection and faster decision-making in strategy execution.

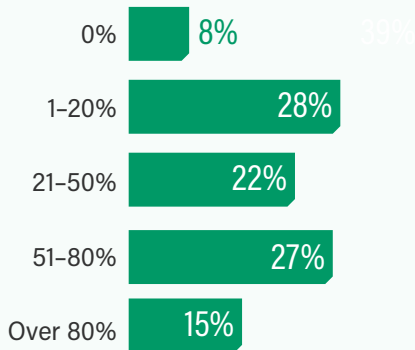
Professionals see it as helping align portfolios with business objectives more tightly. Few doubt its relevance, reflecting broad consensus. The PMO is evolving from a reporting function to a strategic advisor.

"AI lets me show strategy alignment in real time, not after the fact."
— Portfolio Director, Utilities

QUESTION 24

% of Projects Managed with AI Co-Pilots by 2028

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Share optimism with your teams but acknowledge challenges.
- > Lead discussions on responsible AI use in your projects.
- > Build balanced narratives that combine opportunity and accountability.

COMPARISON WITH 2023

In 2023, 68% were optimistic (combined).

In 2025 still 68% are optimistic, but with more "cautious" than "very" optimism.

INSIGHTS

Optimism dominates, though most respondents describe their outlook as cautious rather than unqualified. Professionals believe in AI's transformative role but recognize risks.

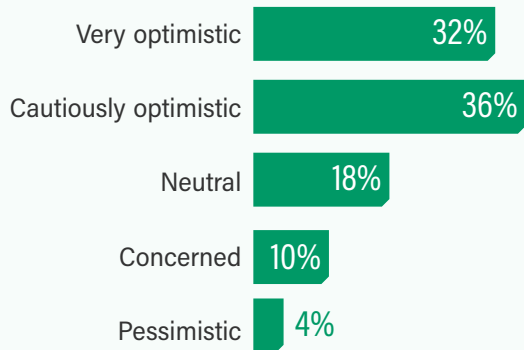
Concerns about ethics, culture, and training prevent blind enthusiasm. The balance is one of excitement tempered by responsibility.

"I'm optimistic, but only if we invest in people as much as we invest in tools."
— Senior Project Manager, Healthcare

QUESTION 25

Overall Sentiment on the Future of AI in PM

2025 RESULTS



Our Advice to AI Project-Driven PMs:

- > Pilot copilots on high-volume projects to gain experience.
- > Define clear human-in-the-loop governance for AI-driven work.
- > Highlight how copilots enhance — not replace — PM leadership.

INSIGHTS

Many professionals expect AI copilots to manage a majority of their portfolios within three years. This signals a dramatic acceleration of adoption.

The role of the human project manager will increasingly focus on oversight, influence, and ethics. PMs who embrace copilots will lead the transition.

"By 2028, copilots will run the data while I focus on people."

— Transformation Officer, Banking

Conclusions

This second global survey demonstrates that in just two years, AI has moved from the fringes to the core of project management practice.

- In 2023, AI was an experiment.
- In 2025, AI is a **strategic capability**.
- By 2028, AI will be a **co-pilot for entire portfolios**.

For project professionals, the message is clear:

- **Embrace AI literacy** as a fundamental skill.
- **Measure and share business impact** to accelerate adoption.
- **Address culture and ethics** with as much rigor as technology.

The organizations that succeed will not simply automate project management — they will **reinvent it for the AI era**, blending human leadership with machine intelligence to achieve speed, focus, and impact.

About the Authors



Antonio Nieto-Rodriguez

Globally recognized expert in project management and strategy implementation, Antonio is the author of several leading books, including *The Harvard Business Review Project Management Handbook* and the upcoming *Powered by Projects: How to Lead with Speed, Focus, and Impact in the Transformation Age* (HBR Press, 2026). He is a Thinkers50 award-winning thought leader and a sought-after keynote speaker on transformation and the Project Economy.

🌐 antonionietorodriguez.com

[in linkedin.com/in/antonionietorodriguez](https://www.linkedin.com/in/antonionietorodriguez)



Ricardo Viana Vargas

Internationally renowned thought leader in project management and strategy execution, Ricardo has directed more than \$20 billion in global projects. He is a pioneer in applying AI and advanced analytics to project management and has authored 16 books, including the bestselling *Project Management: Best Practices*. He is a former Executive Director at the Brightline Initiative and past Chair of PMI.

🌐 ricardo-vargas.com

[in linkedin.com/in/ricardovargas](https://www.linkedin.com/in/ricardovargas)

AI-Driven Project Management Revolution



MASTERCLASS

Deeply engage in interactive group studies and hands-on exercises that will level up your expertise and sharpen your skills in AI-driven project management.

More about the masterclass

- ✓ Embracing AI in Project Management
- ✓ The AI Project Life Cycle
- ✓ Optimizing Project Outcomes with AI
- ✓ Challenges of AI Projects
- ✓ ...and beyond...



AI-Driven Project Manager Certification

Everything you need to stay ahead in the competitive field of project management

The AIPM certification provides professionals with the knowledge and tools to leverage AI in optimizing project outcomes, enhancing decision-making processes, and driving efficiency.

More about the certification

pmairevolution.com

