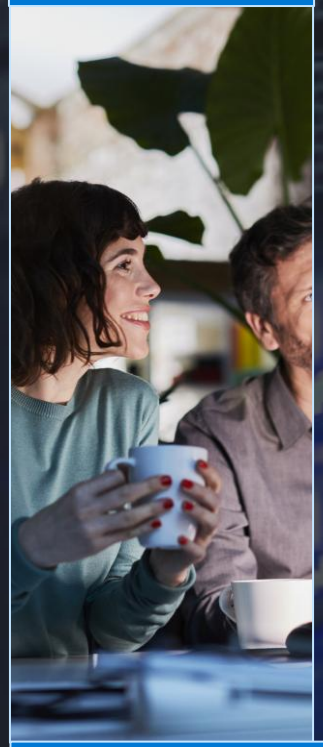
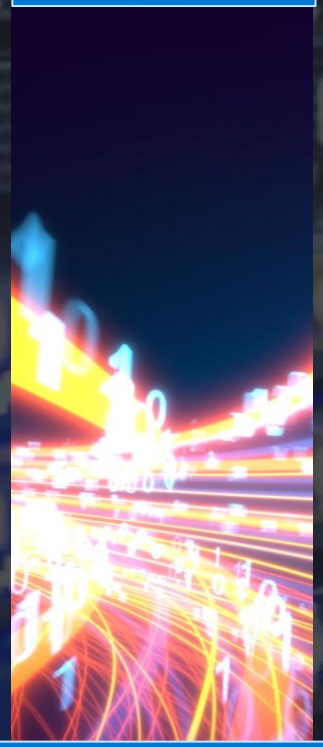
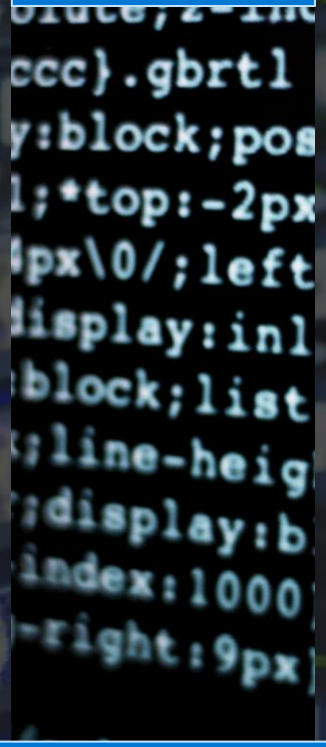
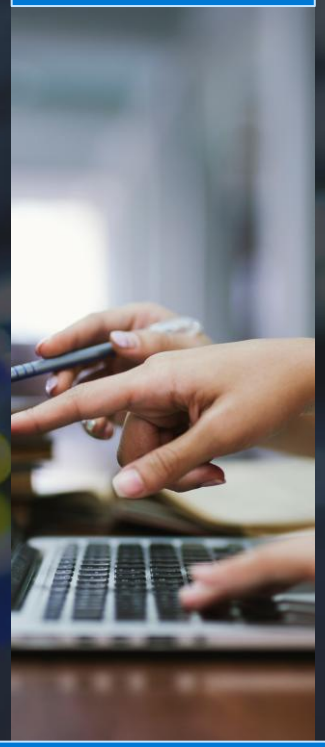
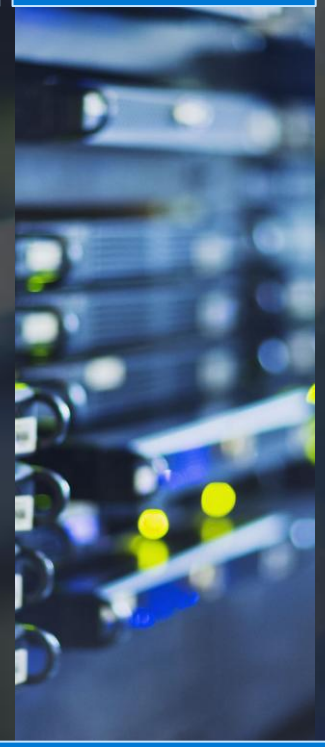
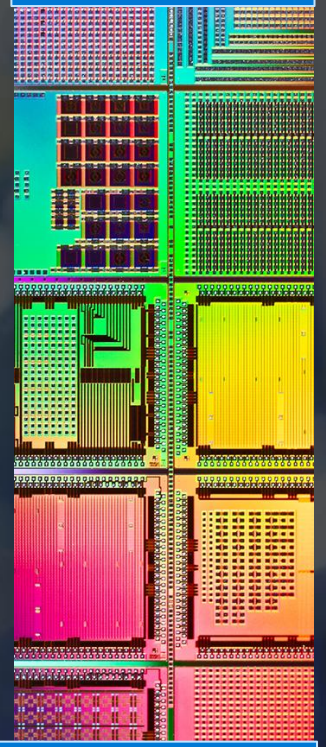
Microsoft

PMIDayz2026

The Future of Our Work and Our Profession

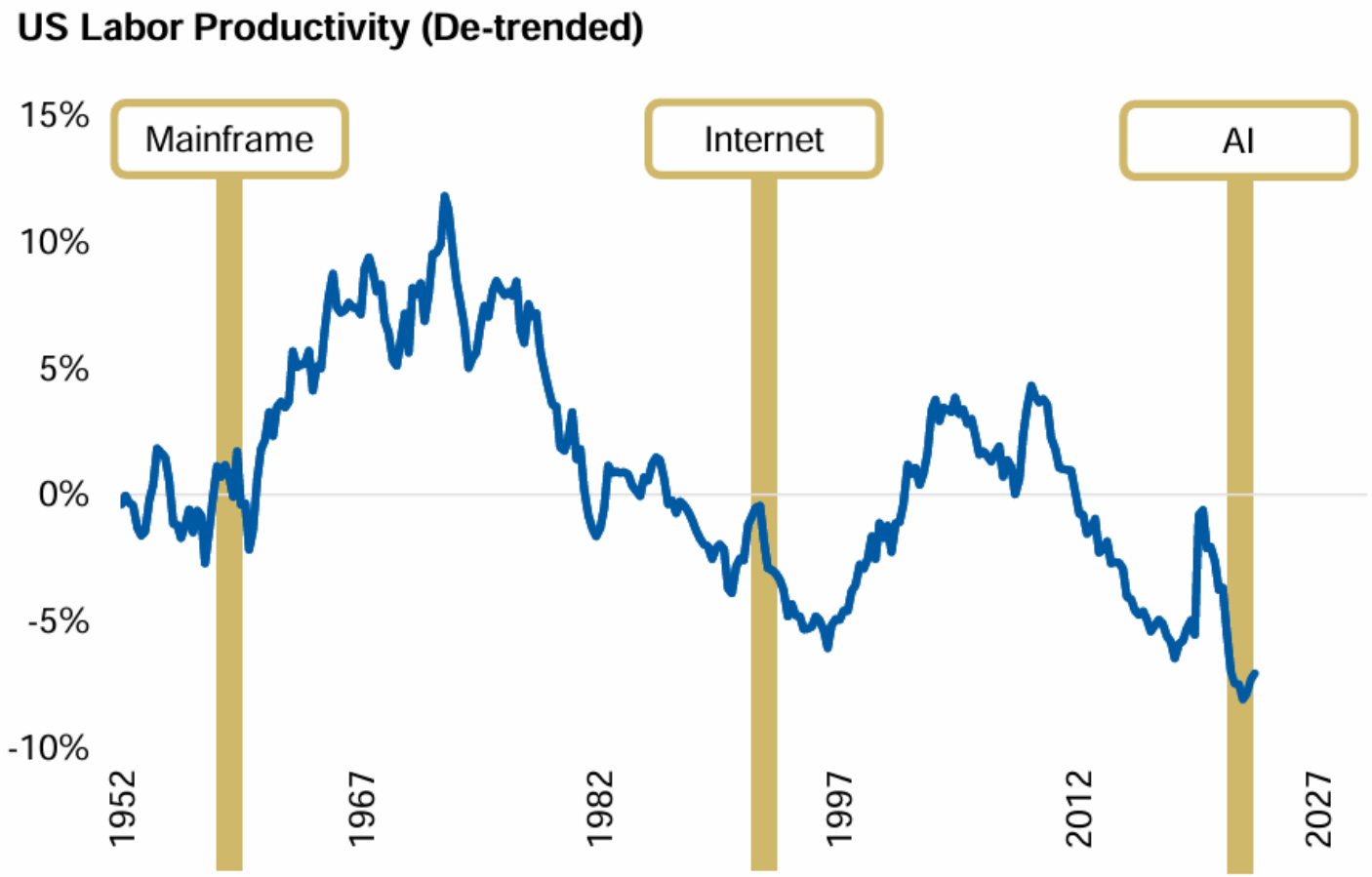
Ratko Mutavdzic
Microsoft Corporation

The New AI Economy

Devs and Users	Distribution	Applications	Tooling	Foundations	Data	Datacenters	Chips
							

Land and Power

Productivity as Important Aspect

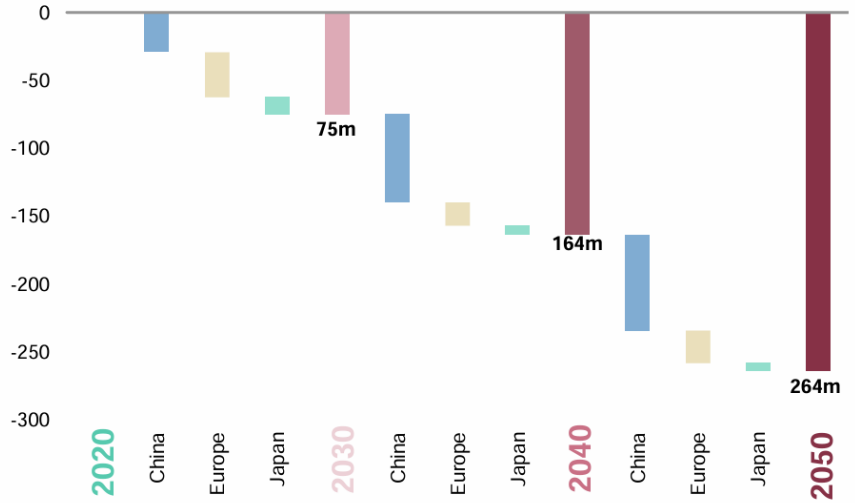


Human + Bot > Human

Although we ultimately imagine an 'agentic' GenAI future, the key near term application is productivity enhancing Chatbots.

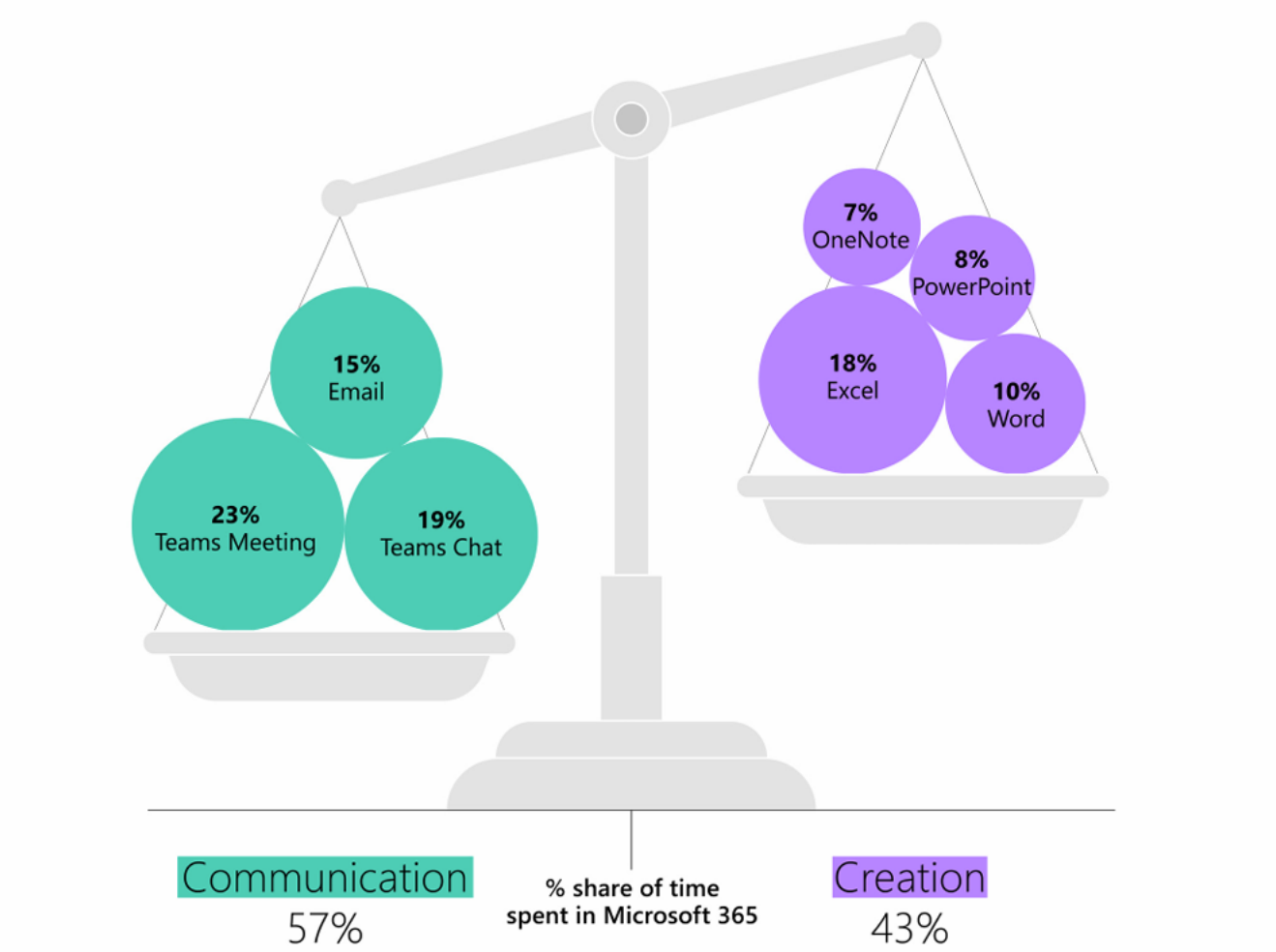
Why do we care?

By 2030 there will be 75m fewer workers: Major countries are facing material demographic headwinds – AI's productivity potential could pick up the slack.



Source: FRED, Morgan Stanley Research. Note: Chart showing detrended non-farm business sector labor productivity (% deviation from trend

The Weight of the Workday



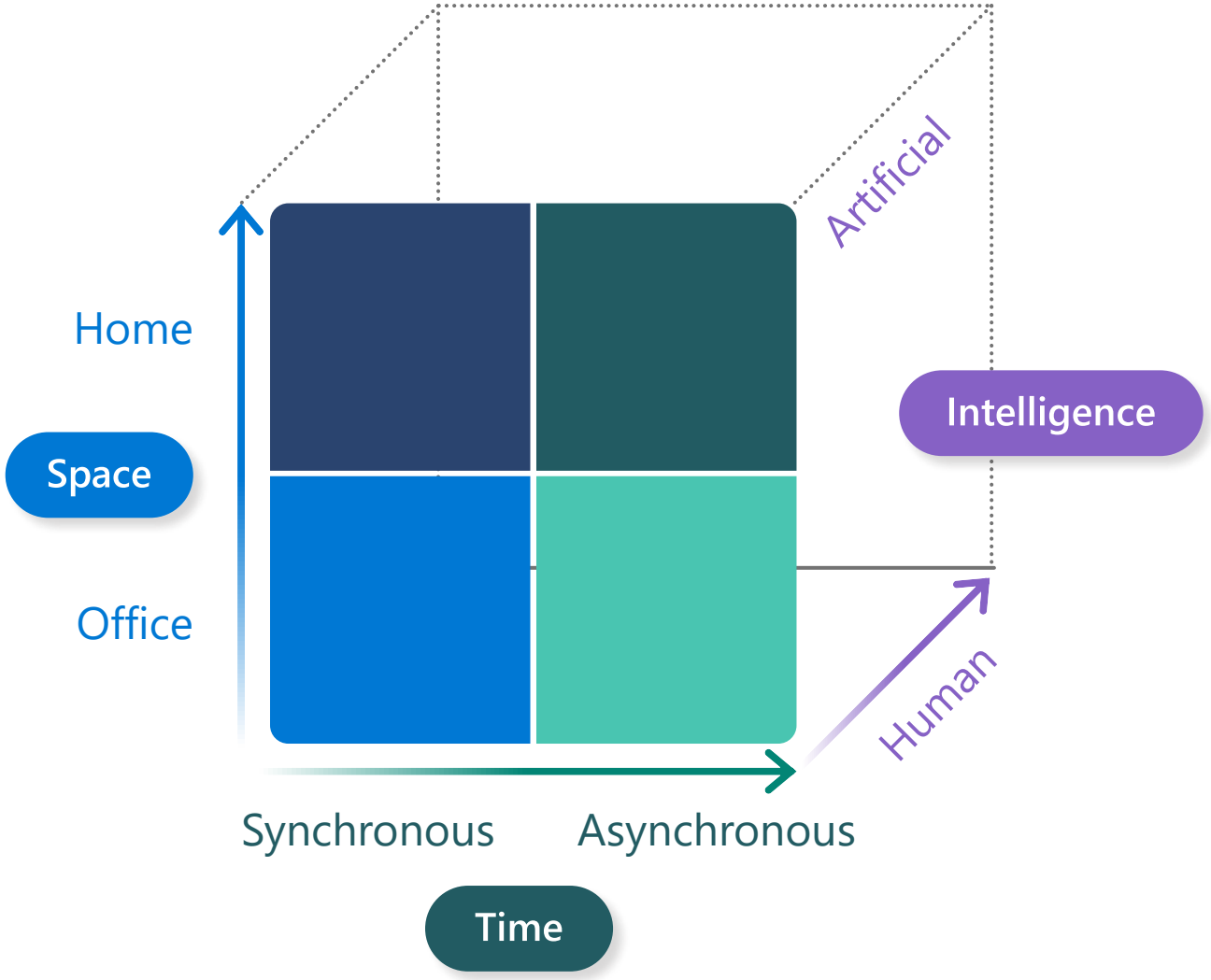
source: Microsoft Work Trend Index, AI At Work is Here

The Weight of the Workday

With the balance of work hours spent communicating, **68%** of people say they don't have enough uninterrupted focus time during the workday.

Collaboration patterns in Microsoft 365 in a rolling 28-day period ending in March 2023 excluding weekends. Time spent is represented by intentional activity in Microsoft 365 applications including Outlook, Teams, Word, PowerPoint, Excel and OneNote. Intentional actions include things like attending a meeting, writing an email, analyzing data, reviewing or editing a document. Includes commercial users and excludes education segment.

AI is a brand-new dimension of work



From 2 to 6 Dimensions



Space



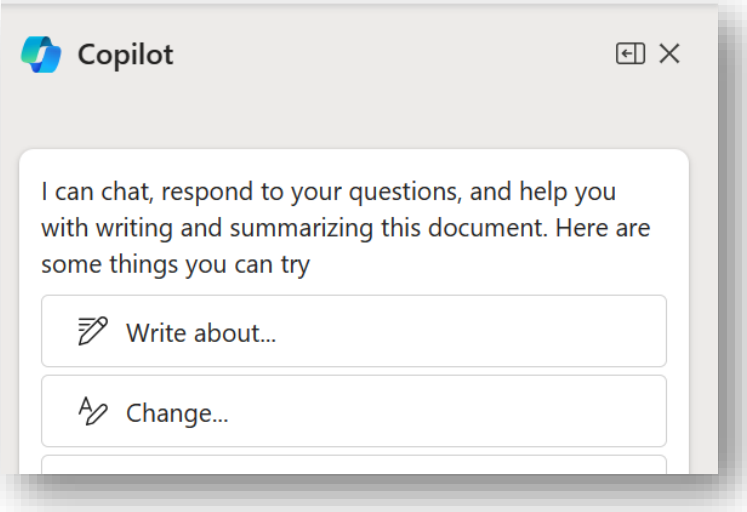
Time



Intelligence







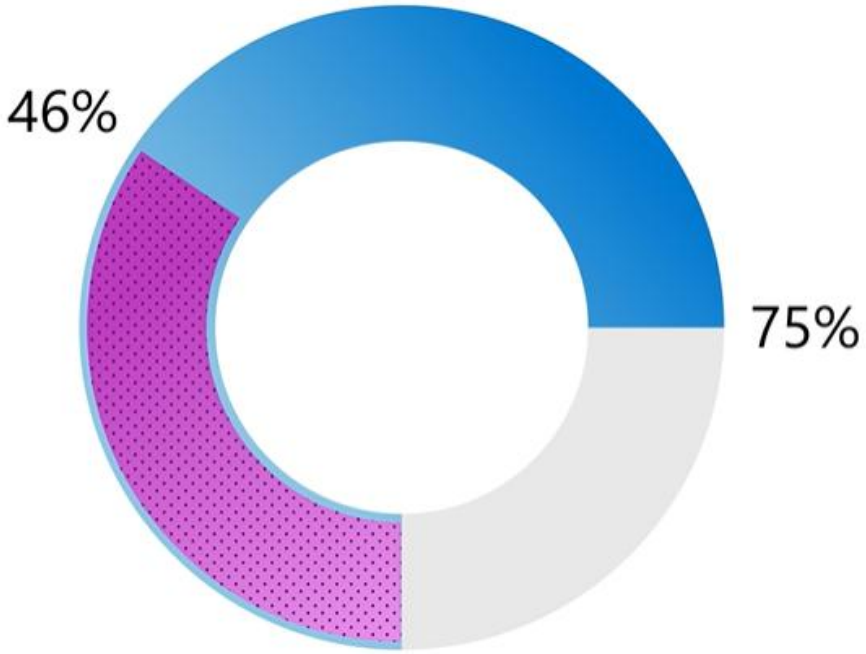
Using AI at Work

Three Out of Four People Use AI at Work

Usage nearly doubled in the last six months.

75% of people are already using AI at work

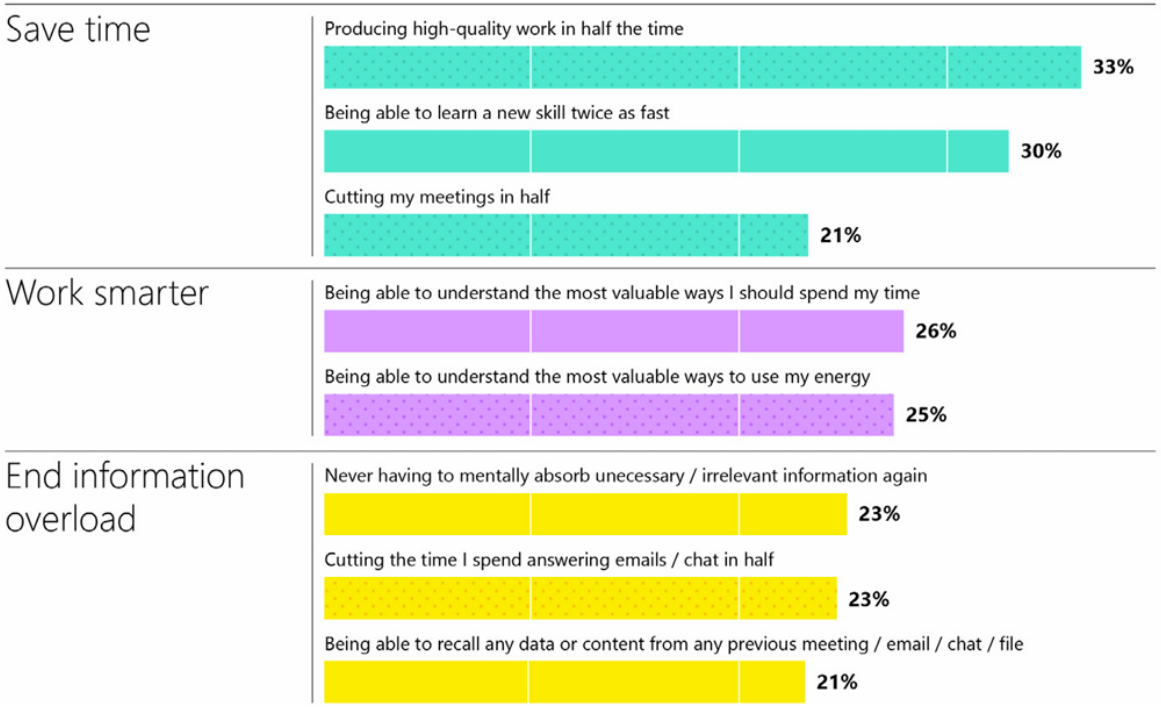
46% of them started using it less than 6 months ago

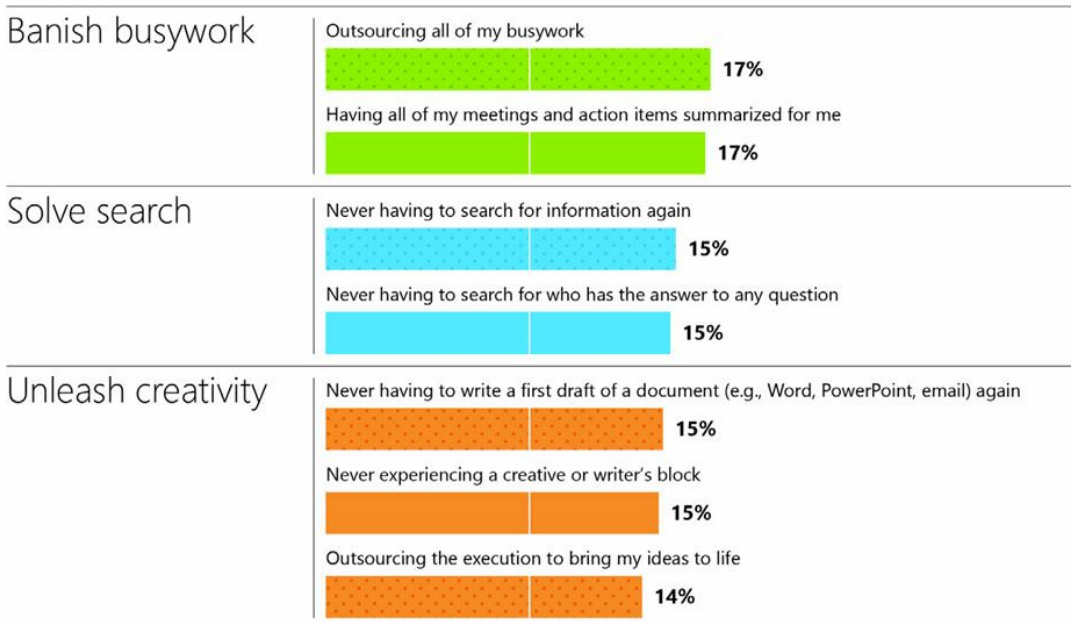


- 78% of AI users are bringing their own AI tools to work (BYOAI)—it's even more common at small and medium-sized companies (80%).
- And it's not just Gen Z—BYOAI cuts across all generations.
- 52% of people who use AI at work are reluctant to admit to using it for their most important tasks.
- 53% of people who use AI at work worry that using it on important work tasks makes them look replaceable.

source: Microsoft Work Trend Index, AI At Work is Here

Work in 2030: What People Want That AI Can Deliver





Work in 2030: What People Want—That AI Can Deliver Asked to imagine work in 2030, people we surveyed say they'd most value changes that saved them time—like producing high-quality work and learning new skills faster.

source: Microsoft Work Trend Index, AI At Work is Here

Microsoft

PMIDayz2026

History Lessons 2 years ago

Ratko Mutavdzic
Microsoft Corporation

PMI View on AI (2024)

Project Management Institute.

Demand Increases for Project Professionals with AI Skills, Yet PMI Research Finds Only 18% Have Practical Experience

34%

Project Managers will use AI to prepare reports and cut time of preparation

REPORTING

33%

Project Managers will use AI to help them for the decision making and control over the projects

DECISION SUPPORT

26%

Project Managers will use AI to enhance communication with stakeholders

COMMUNICATION

Project managers can leverage AI for project productivity and enhance power skills.

AI Adoption will only increase, so project managers need to upskill quickly to take advantage of this enormous career opportunity.

Building organizational resilience, leveraging technical skills, and upskilling teams will help organizations remain competitive.

Top 10 to try first with Copilot (already legacy)

1

Recap a meeting

– let Copilot keep track of key topics and action items so you can stay focused during the meeting and avoid listening to the recording after.

- Draft an email with notes and action items from meeting

2

Summarize an email thread

– get quickly caught up to a long, complex email thread.

- Click on the Summarize icon

3

Draft email

– personalize the tone and length.

- Draft an email to [name] that informs them that Project X is delayed two weeks. Make it short and casual in tone.

4

Summarize a document

– get right down to business by summarizing long documents and focusing on the relevant sections.

- Give me a bulleted list of key points from file

5

Tell me about a topic/project

– provide insights and analysis from across multiple sources to get up to speed quickly.

- Tell me what's new about topic organized by emails, chats, and files?

6

Give me some ideas for …

– boost your creativity with ideas for your work such as agendas, product names, social media posts, etc.

- Suggest 10 compelling taglines based on file

7

Help me write …

– jumpstart creativity and write and edit like a pro by getting a first draft in seconds.

- Generate three ways to say [x]

8

What did they say …

– when you vaguely remember someone mentioning a topic, have Copilot do the research.

- What did person say about topic

9

Revise this content

– when you've got a rough draft of an idea, turn it into usable text and then vary the length and tone.

- Rewrite with Copilot

10

Translate a message

– with business becoming increasingly international, it's important to be able to read or write messages in other languages.

- Translate the following text into French:

Can Robots take our Jobs? (2024)

Will the imminent “rise of the robots” threaten all future human employment? The most thoughtful discussion of that question can be found in MIT economist David H. Autor’s 2015 paper, “Why Are There Still so Many Jobs?”

This distinction between **tacit knowledge** and **information** bears directly on the question of what humans will be doing to produce economic value in the future.



10 Human Tasks (Categories)

1. Using one’s body to move physical objects
2. Using one’s eyes and fingers to create discrete material goods
3. Feeding materials into machine-driven production processes(serving as a human robot)
4. Guiding the operations of a machine (acting as a human microprocessor).
5. Elevated from microprocessor to software, performing accounting-and-control tasks
6. Facilitating communication and the exchange of information
7. Writes the software, translating tasks into code (here, one encounters the old joke that every computer needs an additional “Do” command: “Do What I Mean”).
8. one provides a human connection
9. one acts as cheerleader, manager, or arbiter for other humans.
10. Thinks critically about complex problems, and then devises novel inventions or solutions to them

(6.000 years to offload to animals and then to machines)

for the past 300 years, tasks in the second category have also been offloaded to machines

machines are better than humans at performing tasks in categories three and four

we have now reached the point where robots are also better than humans at performing the “software” tasks in categories five and six,

… Leaving humans with just four categories of things to do: thinking critically, overseeing other humans, providing a human connection, and translating human whims into a language the machines can understand.

Can Robots take our Jobs? Yep. (2026)

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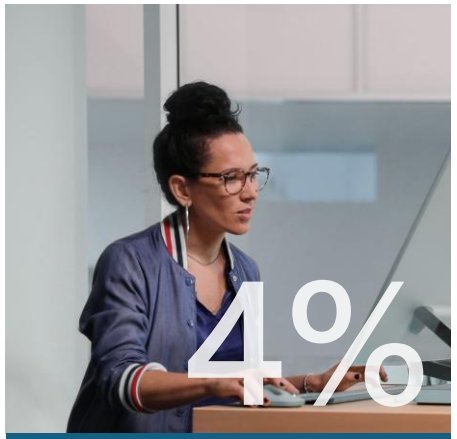
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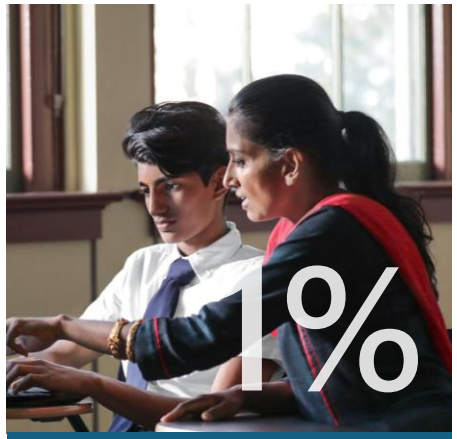
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Shall AI Replace the Project Manager? (2019)

...https://willrobotstakemyjob.com/ (AUTOMATION RISK LEVEL = You Are Doomed ☺)



DEVELOPERS



TEACHERS



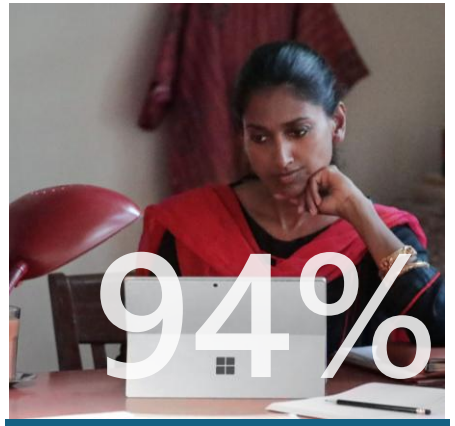
ENGINEERS



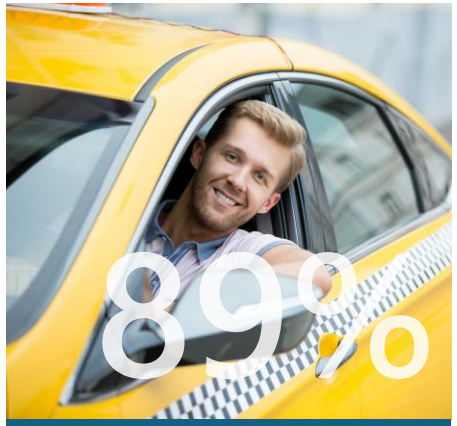
SCIENTISTS



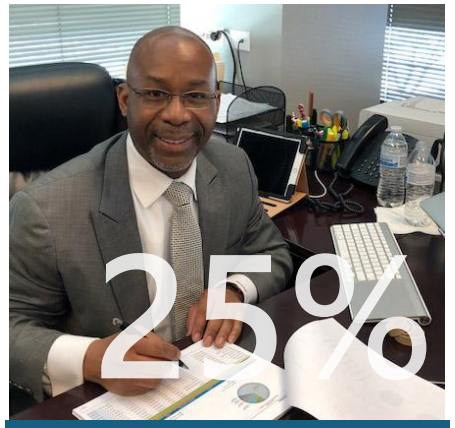
PROJECT MANAGERS



ACCOUNTANTS



TAXI DRIVERS



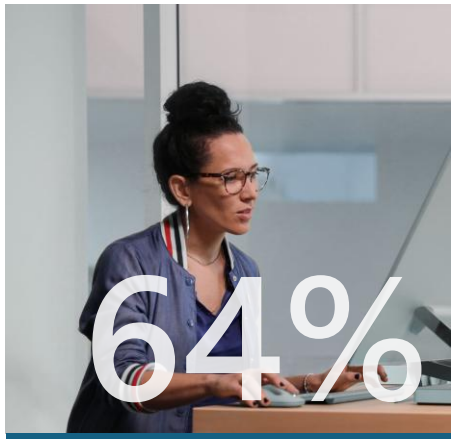
MANAGERS



TRUCK OPERATOR

When will AI Replace the Project Manager?

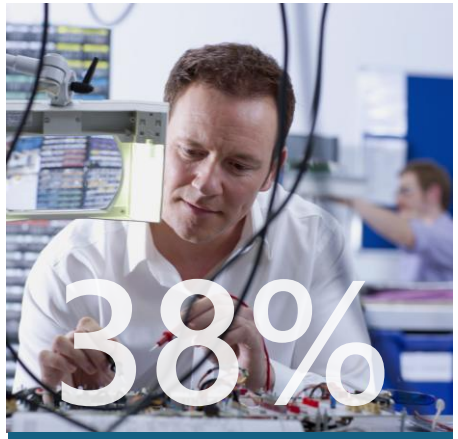
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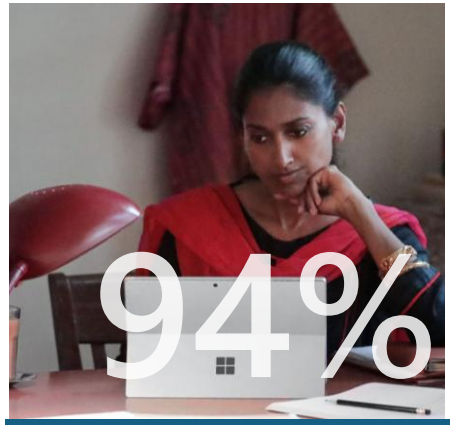
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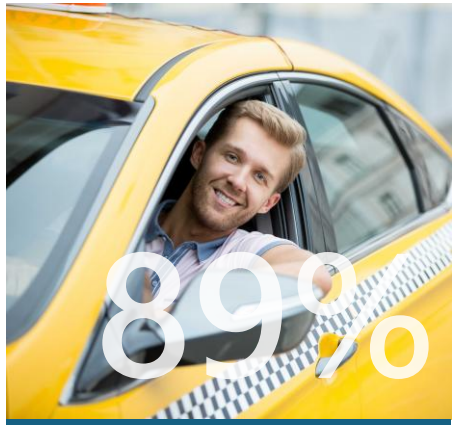
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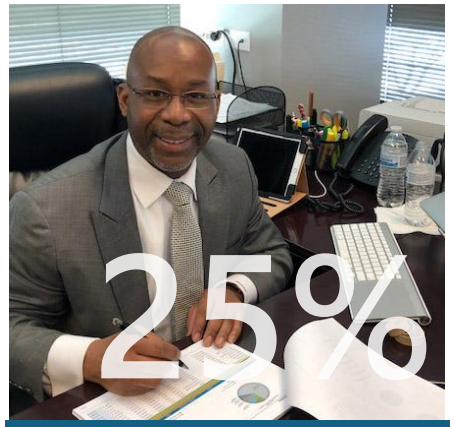
PROJECT MANAGERS



ACCOUNTANTS



TAXI DRIVERS



MANAGERS



TRUCK OPERATOR

The AI Jobs Debate Has Been Asking the Wrong Question

For years, the conversation has focused solely on which roles will disappear.

The better question:

What becomes possible when AI expands the amount of useful work the economy can support?

DEMAND ELASTICITY

5 Ways AI Creates New Demand

Cheaper AI services don't just replace existing work: they unlock demand that never existed before



Price Elasticity

AI lowers the cost floor. New buyers enter for services previously unaffordable.



Access Elasticity

AI reduces provider scarcity, wait times, and geographic barriers.



Complexity Elasticity

AI makes opaque systems navigable. Humans translate and guide.



Continuity Elasticity

Always-on monitoring and support, cheap enough to operate at scale.



Personalization

AI makes customization cheap. Humans define goals and judge fit.

THE ENTERPRISE SHIFT

From Assisted AI to Agentic AI

🤝 ASSISTED AI

- Human-in-the-loop for every decision
- AI as a copilot: you steer, it suggests
- Lower token usage per task
- Bottleneck: human review time
- Mature, well-understood ROI models

🤖 AGENTIC AI

- AI takes autonomous multi-step actions
- Human sets goal; agent executes entire workflow
- High token consumption is inherent
- Bottleneck: trust, tooling & governance
- ROI emerges from compounding capability

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AI adoption is accelerating and agents are at the forefront

1.3B

AI agents

by 2028 [1]

IDC

82%

of organizations intend to integrate them within 1–3 years [2]

Capgemini

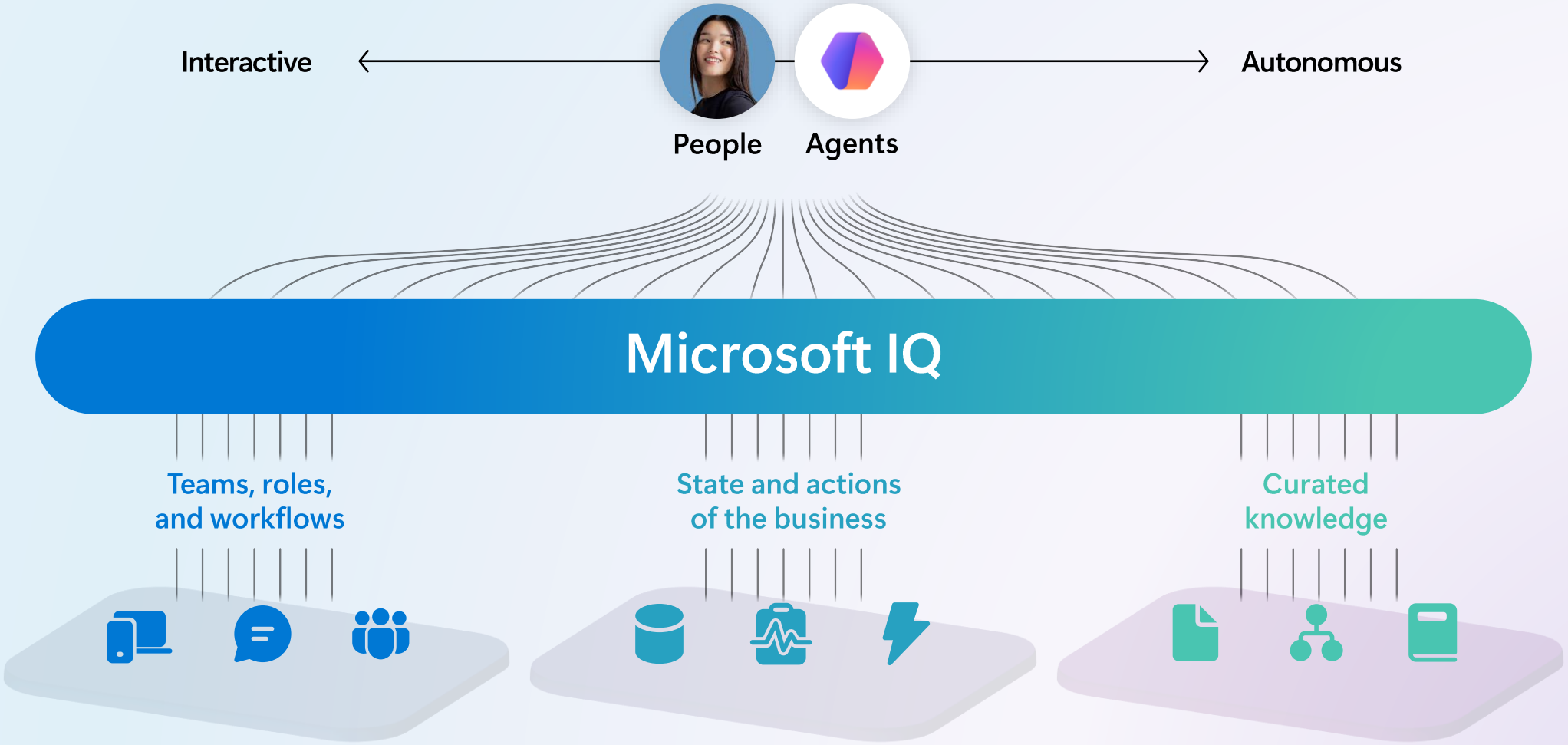
40%

of enterprise apps will be integrated with task-specific AI agents by 2026 [3]

Gartner

1. Source: IDC FutureScape / IDC Info Snapshot research, 2025.
2. Source: Capgemini Research Institute. *Harnessing the Value of Generative AI: Unlocking Scalable Advantage.* July 2024.
3. Source: Gartner, August 2025.

Your people. Your agents. Your IQ.





INFINITE BACKLOG

Agents Make Every Job a Startup

AI was supposed to save time. Instead, it made everything feel urgent.

THE CORE PARADOX

AI Saved Time Then Took It All Back

⏰ Before Agents

Bandwidth was the bottleneck. You could only do so much and the queue was manageable because time was finite. The limits were frustrating, but they were also protective. You had a natural ceiling on what could demand your attention.

After Agents

Bandwidth exploded. The infinite backlog of everything you *could* be doing suddenly feels immediate and urgent. Every dormant idea, every shelved project, every "someday" task has come alive: all at once.

The paradox: more capacity didn't create more calm. It created more ambition, more options, and more pressure to act on all of them simultaneously.

THE INFINITE BACKLOG

The Backlog Was Always There. Agents Made It Unavoidable.

1 **Judgment**
Deciding what to work on becomes the job. Agents can execute; they can't prioritize.

2 **Planning**
Parallel agents create dependencies. Sequencing dozens of workstreams is harder than it looks.

3 **Coordination**
Agent fleets across teams can conflict, duplicate, or quietly undermine each other.

4 **Evaluation**
Agents produce output that isn't always correct. Quality gates are non-negotiable.

5 **Absorption**
Markets can only consume so much. Infinite production ≠ infinite consumption.

Key Insight: Time → Judgment, Planning, Coordination, Evaluation & Absorption. The ceiling moved — it didn't disappear.



AI ADOPTION

The BYOAI Revolution

75% use AI

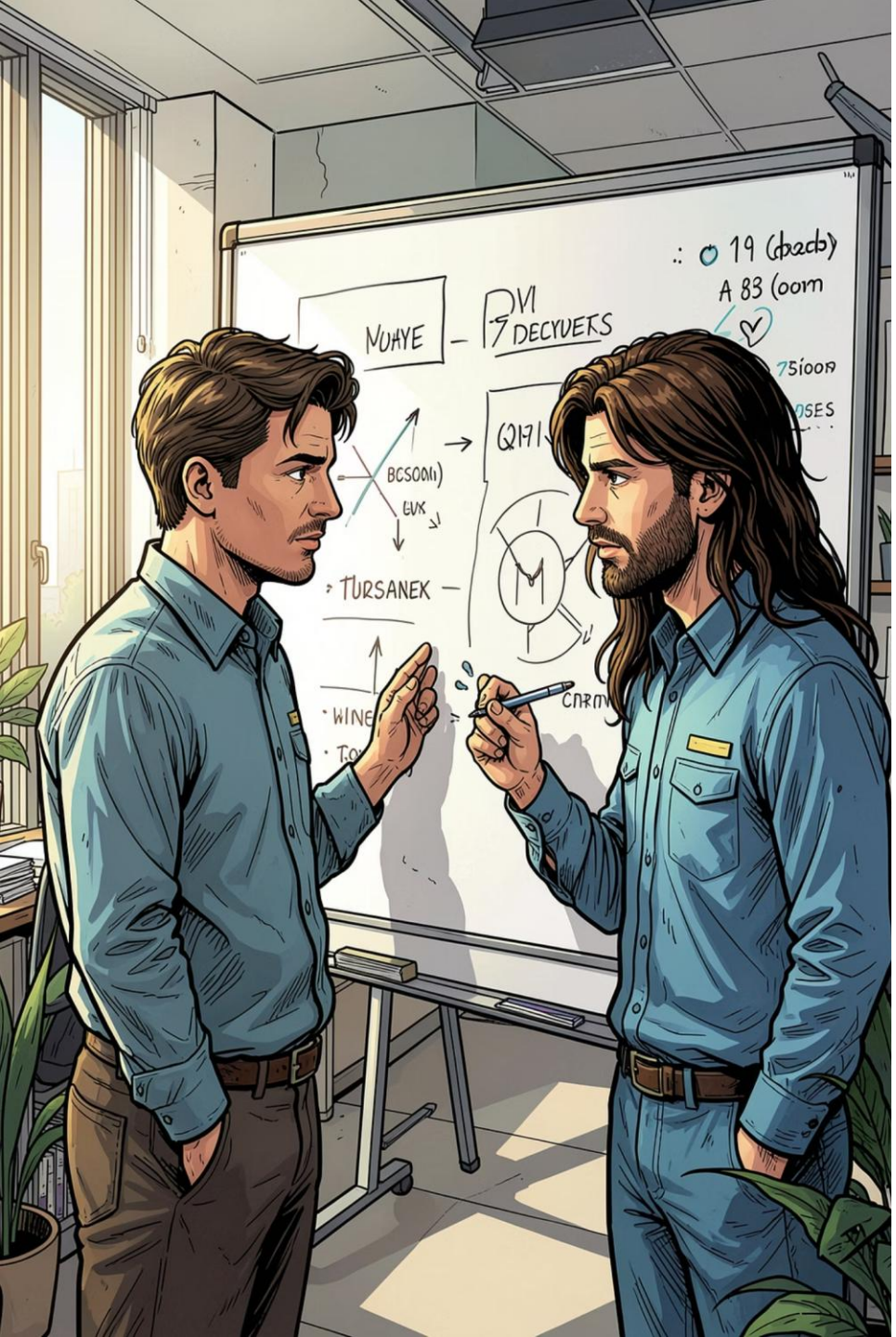
Nearly double the number from just six months prior: adoption is accelerating faster than strategy.

78% bring their own

"BYOAI" employees use personal AI tools rather than officially approved ones, creating security and cohesion risks.

No one is coordinating

Teams experiment with AI without centralized standards or methodology. Who defines the framework?



HUMAN ADVANTAGE

What Still Belongs to Humans

Contextual Judgment

AI accelerates routine tasks but cannot replace decisions made under high uncertainty or ambiguity.

Trust & Relationships

Diplomatic finesse during stakeholder conflict and motivating teams through change remain deeply human skills.

Ethical Reasoning

Navigating organizational politics, culture, and accountability — AI has no moral compass of its own.

Integrative Thinking

Synthesizing ambiguous signals into coherent project decisions that consider full organizational context.

KEY TAKEAWAYS

The Human Premium

7 categories of value that do not transfer when you remove the human

Relationship

Continuity, memory, accumulated trust. Replacing this person makes the service worse. **Example: I want someone who knows me.**

Embodied Presence

The nurse in the room. The trainer correcting form. A body that is in the world with you. **Example: I want someone there with me.**

Trust

AI generates recommendations. Humans make them believable, acceptable, and actionable. **Example: I need a person before I act.**

Accountability

People want a person who signs off, escalates, and is responsible when things go wrong. **Example: someone has to own this.**

Translation

Humans turn messy desire and constraint into usable AI-mediated work. **Example: I don't know how to ask for what I need.**

Behavior Change

AI generates plans and reminders. Humans help people actually follow through.

Provenance / Status

Art, craft, bespoke services where the human signature is part of the product itself.

Test: Does removing the human reduce demand for the service? If yes, the role is durable.

NEW ROLE

The Agent Boss

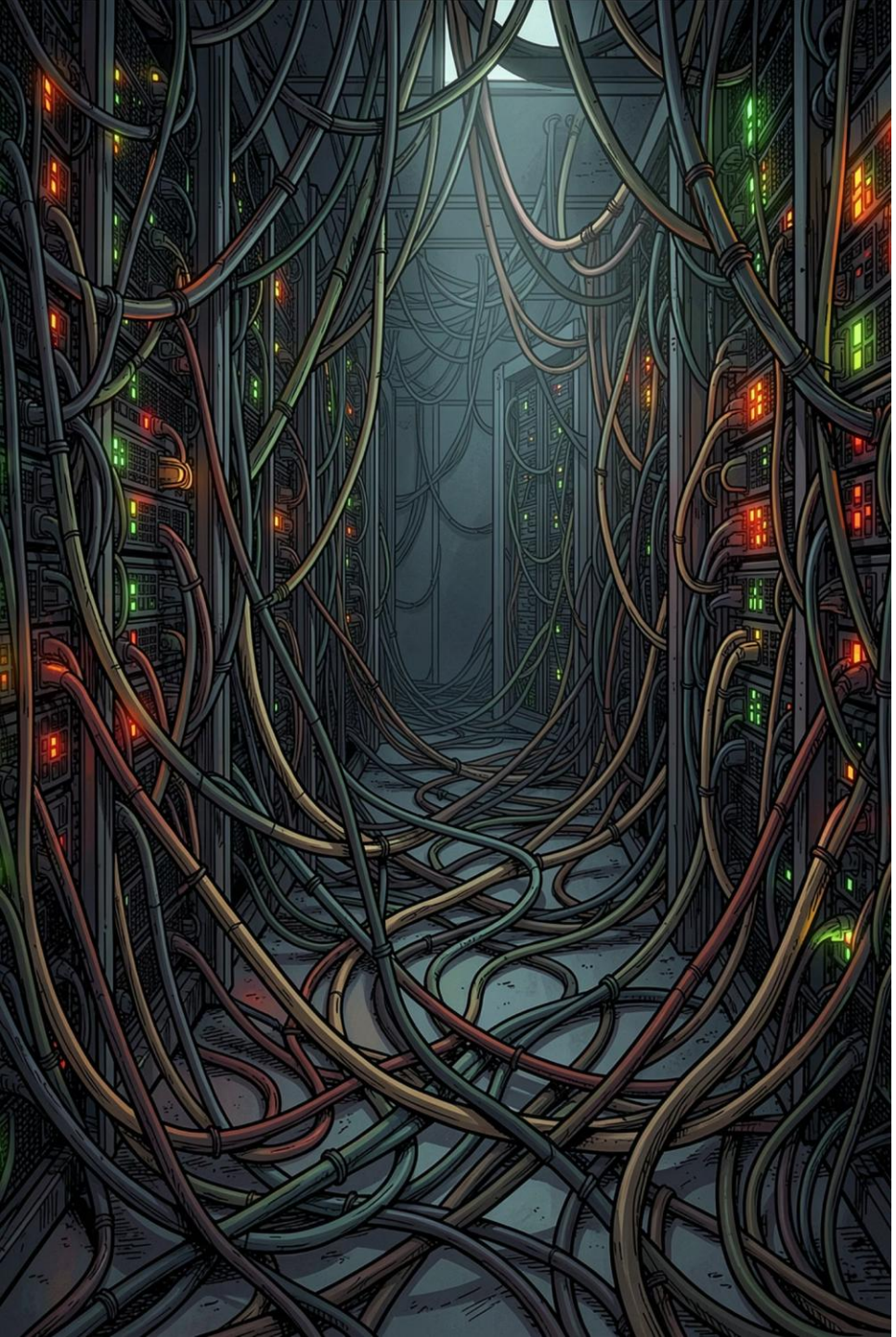
Here is a powerful new concept: the **Agent Boss** a person who manages AI agents, delegates tasks, supervises execution, intervenes when needed, and takes ultimate responsibility for outcomes.

For project managers, this is a natural evolution. PMs have always coordinated resources they did not directly control, managed complex dependencies, and supervised parallel workstreams. Managing AI agents is simply a logical expansion of that mandate.

AI agents work 24/7, never tire, and process data at extraordinary scale but they require clearly defined tasks, structured inputs, and human intervention when situations go off-script.

The PM Edge

- Define tasks precisely for AI systems
- Structure inputs, interpret outputs
- Integrate AI analyses into project decisions
- Lead teams through AI adoption
- Know when to override the algorithm



RISKS

What Could Go Wrong

AI on Top of Overload

Layering AI onto already broken processes relocates the capacity problem and it doesn't solve it. Poor implementation creates a new layer of digital debt, generated by AI itself.

The Trust Divide

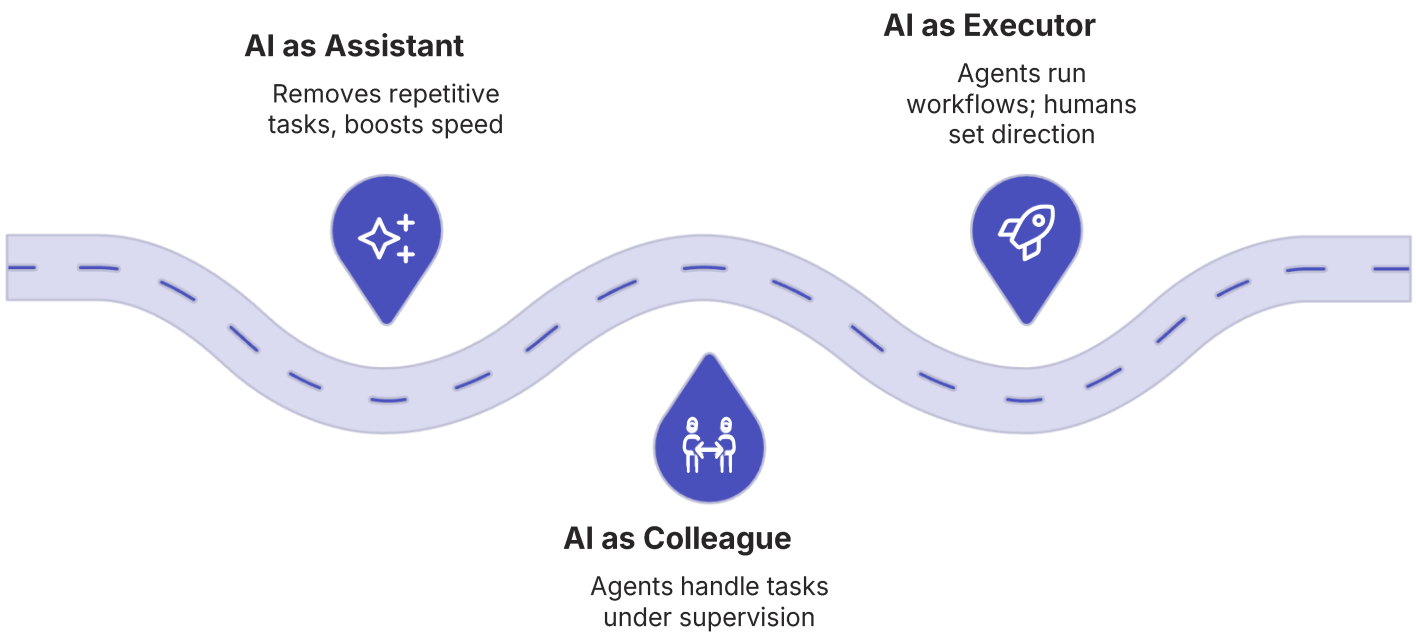
52% see AI as a command tool; 46% see it as a thinking partner. Teams that blindly accept AI outputs risk serious errors. Teams that reject AI entirely lose competitive ground.

Unresolved Ethics

Whose data trained the model? Who owns the bias? Who is responsible when AI makes a poor recommendation? These questions demand human judgment not automation.

THE FUTURE ORGANIZATION

From Org Chart to Work Chart



Microsoft predicts the traditional hierarchy will be replaced by a dynamic **Work Chart:** structured around tasks to be completed, not around who performs them.

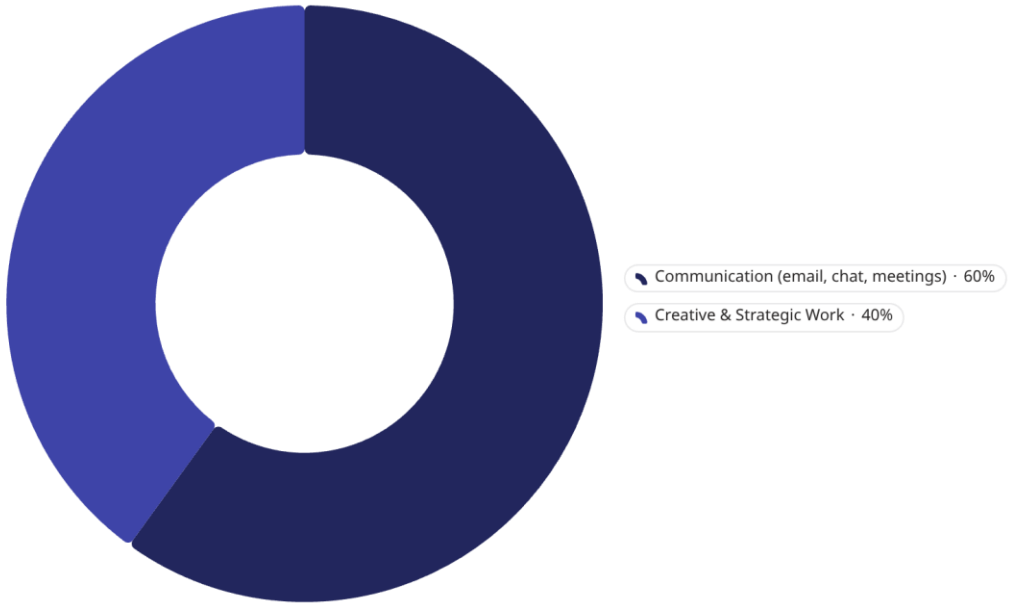
What This Means for PMs

Project managers have always operated within matrix structures and temporary teams. This model is second nature. The difference now is that some "team members" are algorithms.

Phase 1 is already here. Copilot summarizes meetings, AI tracks deadlines, agents manage risks and generate reports. Phase 2 is developing.

PRODUCTIVITY

Redefining High-Value Work



Microsoft 365 data reveals that **60% of working time** is spent on communication and leaving only 40% for meaningful output. AI that absorbs routine coordination doesn't take work away and it *returns* capacity.

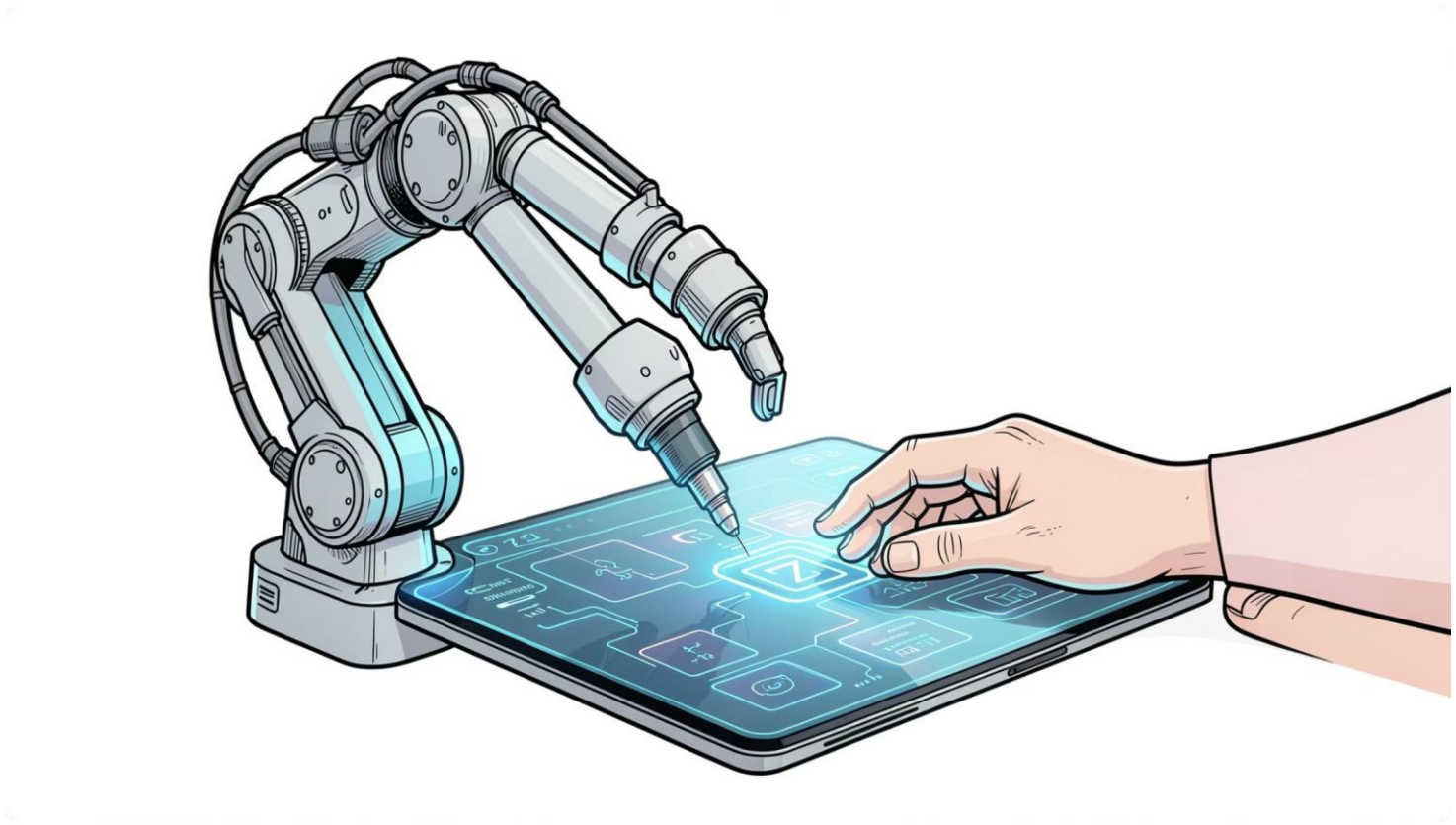
Power Users Lead the Way

The top 5% of Teams users saved an **entire working day** in a single month using AI-generated meeting summaries alone.

These "power users" don't just automate and they use AI as a **thinking partner**: to explore ideas, synthesize information, and accelerate reasoning.

The new PM core: designing collaboration between humans and machines and deciding which tasks belong to AI, which to people, and how the handoff works.

Slide the Work Bar Down: AI Is Automating Project Tasks



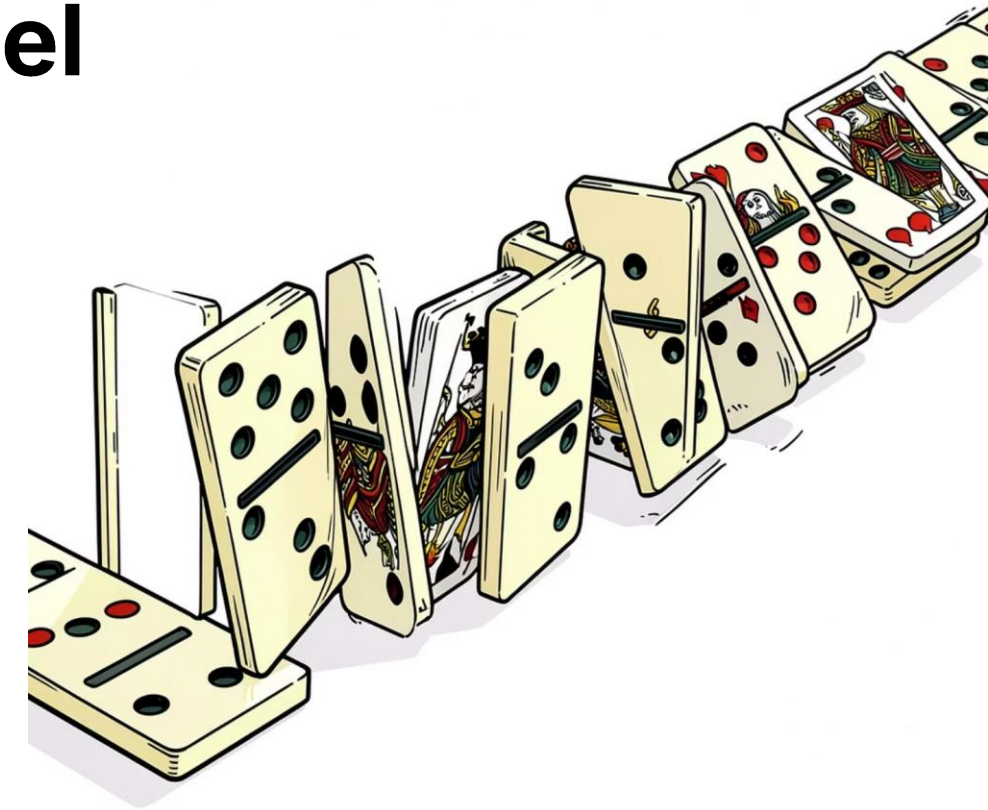
80% Automated by 2030

Up to 80% of project management tasks may be automated, shifting PM work from **doing** to **directing and validating**.

AI Accelerates, Humans Decide

AI speeds up planning and reporting but humans set goals, constraints, and ethics.

What Breaks First:
The "PM as Coordinator" Model



Reporting

Automated report preparation and distribution eliminate manual effort, freeing PMs for higher-value work.

Planning

AI-assisted scoping and definition accelerate project setup with greater precision and consistency.

Execution

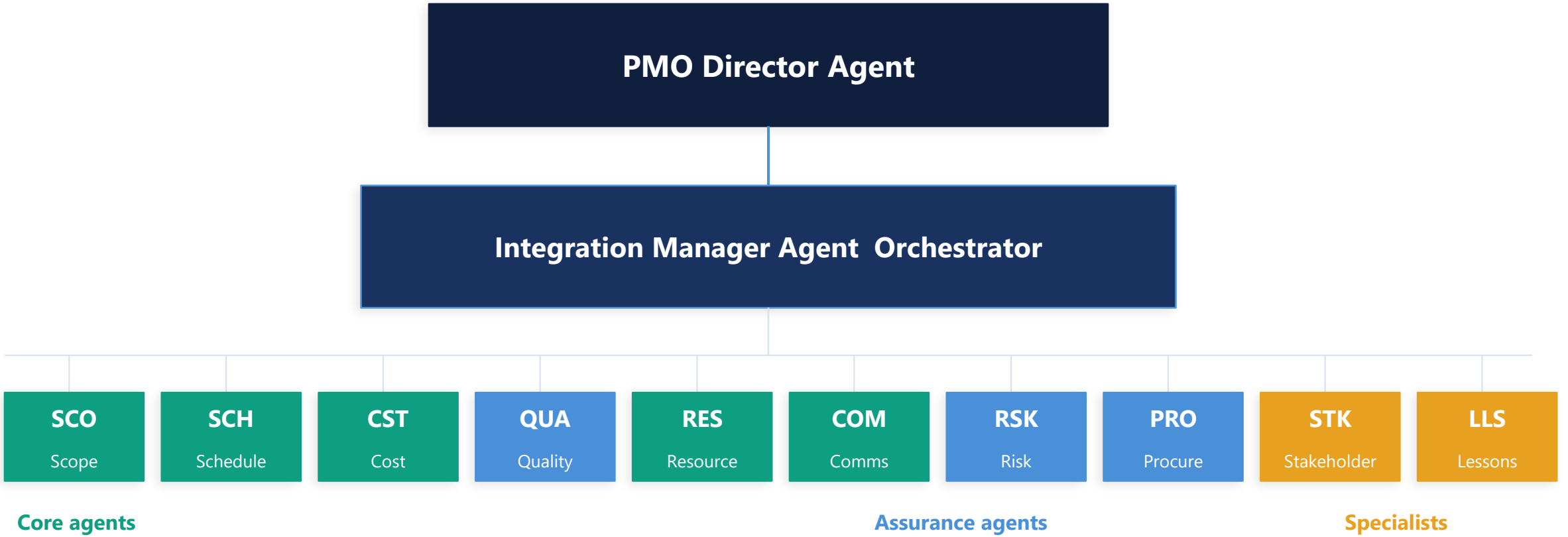
Virtual project assistants and advanced testing systems reshape day-to-day project delivery.

The problem with traditional PM

Project managers spend most of their time on information gathering — not judgment.

70%	of PM time spent collecting and formatting status reports
65%	of project issues are detectable days before they are escalated
52%	of change requests lack full triple-constraint impact analysis
40%	of lessons learned are never captured or applied to future projects

System Architecture



TOOL INTEGRATIONS

Slack | JIRA | MS Teams | Confluence | Power BI | Linear | MS Project | DocuSign | Workday | SharePoint

Agent skill framework

Five skill dimensions — each with its own development methodology and measurable acceptance criteria.

01	**Domain knowledge**	PMBOK corpus, knowledge area specialization, PMI ethics — encoded as model weights and constitutional rules
02	**Cognitive skills**	Structured reasoning, uncertainty calibration, Monte Carlo modeling, variance analysis and root cause
03	**Operational skills**	Document generation, API orchestration (JIRA/SAP/Slack), workflow triggering, meeting facilitation
04	**Interpersonal skills**	Audience-adaptive communication, negotiation, objection handling, difficult conversation management
05	**Technical skills**	LLM fine-tuning, RAG pipeline design, multi-agent orchestration, evaluation frameworks, security controls

PMO Director dashboard

The human PM's single command surface — real-time health, decisions pre-synthesized by agent council.

Apex ERP Migration · PRJ-2024-047 · Week 18 of 52 · Phase: Executing

AMBER

Schedule SPI	Cost CPI	Scope done	Open risks
0.94	0.91	34%	14
−6% behind plan	−9% over budget	38% planned	+3 this week

Decisions awaiting your review

CR-031 · Vendor contract extension — Infosys SAP practice

+$142k · 4 agents recommend APPROVE · Expires in 21h

Approve | Reject | Ask AI ↗

CR-032 · Scope addition — real-time analytics module (CFO request)

+$87k / +49 days · Agents split: 2 reject, 1 defer, 1 conditional · Expires in 41h

Approve | Defer | Ask AI ↗

Development roadmap

Seven sequential phases each phase unlocks the next. Dependencies are hard, not preferences.

1	**Phase 1 Foundation training** PMBOK corpus + ethics constitution + base reasoning	**≥95% PMBOK Q&A accuracy**
2	**Phase 2 Domain fine-tuning** Agent-specific knowledge area specialization	**Agent evals pass all benchmarks**
3	**Phase 3 Cognitive calibration** Scenario reasoning, uncertainty, red-teaming	**Forecasts within 15% of actuals**
4	**Phase 4 Operational tooling** API training, integration sandbox, doc generation	**API call success rate ≥99%**
5	**Phase 5 Interpersonal tuning** Dialogue fine-tuning, audience adaptation	**De-escalation ≥75% in simulation**
6	**Phase 6 Multi-agent integration** Orchestration, event protocol, load testing	**Zero message loss / 1,000 events**
7	**Phase 7 Continuous learning** Live feedback loop, OPA RAG updates, quarterly eval	**Regression rate <2% per update**

LOOKING AHEAD

The Stakes Are High — and the Window Is Now

82%

Critical year

of leaders say this year is decisive for establishing an AI strategy

81%

Deep integration

expect AI agents embedded in core workflows within 12–18 months

53%

Capacity crisis

identify capacity shortages as a fundamental business problem today

These numbers are not a threat to project managers. They are an **invitation** to step forward as the professionals who bridge technological capability and human purpose.

KEY TAKEAWAYS

What the Agentic Era Demands From You

01 · Accept the overwhelm — it's structural

The feeling of being a founder isn't a bug. It's the new baseline. Stop fighting it and start building systems like rituals, frameworks, and team structures that absorb it.

02 · Prioritization is now your #1 skill

With near-infinite execution capacity, deciding what **NOT** to do becomes more valuable than execution speed. Judgment is the new productivity.

03 · Design for the 5 constraints

Judgment, planning, coordination, evaluation, absorption identify which is currently your binding constraint, then hire, build, or redesign around it.

04 · The window of advantage is open

Early movers who master agentic workflows will compound gains exponentially. The gap between adapters and laggards is widening faster than most realize.



New PM Role in the Age of AI

Lead Humans. Train Machines. Deliver Value.

The project manager's role is being fundamentally redefined.
AI handles the routine and Project Managers own the judgment.

“

Any sufficiently advanced technology is indistinguishable from magic.

Arthur C. Clarke


Microsoft