pmi DAYZ

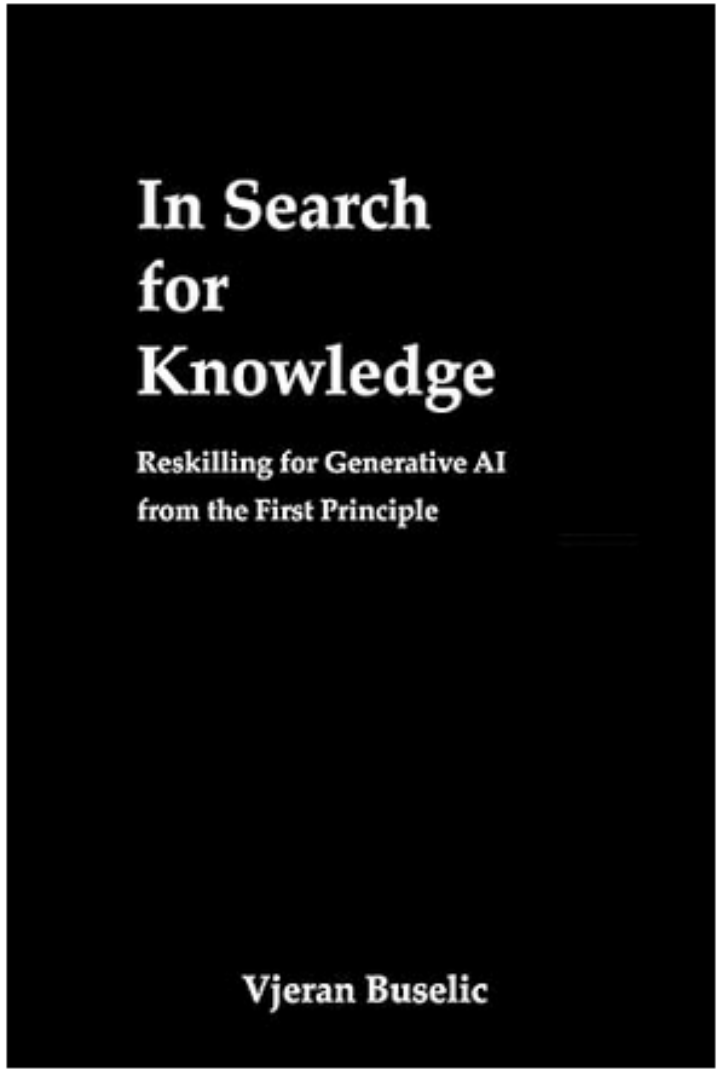


Project Management Institute. Croatia

Gen AI is Alive and Kicking

Kako se to reflektira na karijere Project Managera?

doc. dr.sc. Vjeran Bušelić, TVZ, FOI, Effectus

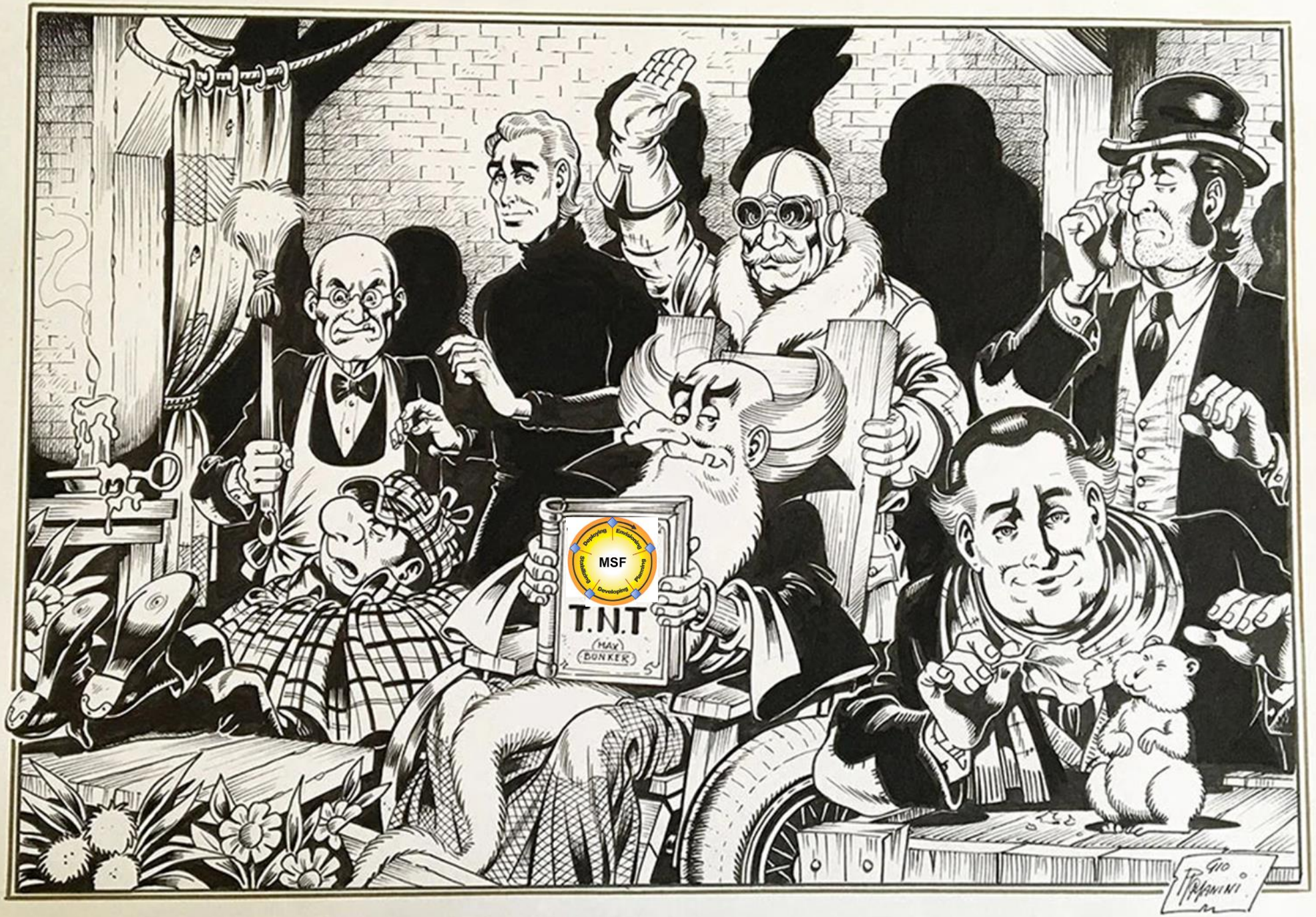


Generative AI, when approached with understanding and skill, can act as the **ultimate personal tutor**. It can help us uncover insights, solve problems, and expand our intellectual horizons.

However, this potential can only be realized if we, as individuals, **adapt and reskill**.

The challenges of collaborating with AI are not just technical but also profoundly human, requiring us to **reflect** on our own assumptions, biases, and learning processes.

Learning together with the best possible restless personal tutor in the world, which is constantly learning, upgrading, becoming better, so why shouldn't you?


MSF
Deploying
Envisioning
Planning
Developing
Stabilizing
T.N.T
MAX
BUNKER


DOBRE LJUDSKE OSOBINE
UGRAĐENE U
jupiter
software
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Tradicija
Poslovni
model
Partneri

MI GRADIMO PRUGU
PRUGA GRADI NAS

HISTORIJSKI MUZEJ BIH, 1.11.2019. u 19:00 h

Ensar Hadžić
Faris Ramadanović

Stefan Savić
Marina Krsmanović



KING'S College LONDON

HISTORIJSKI MUZEJ BOSNE I HERCEGOVINE

ual: university of the arts london

Arts & Humanities Research Council

Partnership for Conflict, Crime & Security Research

GCRF

LSE THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

POST-CONFLICT RESEARCH CENTER

Art and Reconciliation Conflict, Culture and Community



13.11.2025

Gen AI is Alive and Kicking

Kako se to reflektira na karijere Project Managera?

Vjeran Bušelić

PMI FORUM 2025
20 GODINA RADA PMI HRVATSKA

Vrijednosti.
Vještine.
Ljudi.

12. – 14. 11. 2025.

Project Management Institute. Croatia

IT PMs Career Path

(promjena u prvih 5 godina)

GDPR

Not pubished yet

GDPR

Not pubished yet

PMs are here to stay

(ne idu dalje ☺)

U kojoj ste vi kategoriji?

Obzirom na staž/staž u PM projektima



A. Početak PM karijere

✓ manje od 5 godina

B. Ostvareni PM

✓ 5 – 10 godina

C. Senior

✓ preko 10 godina



Kvalifikacijsko pitanje:

✓ Koliko vas koristi (Gen)AI u (PM) poslu?



Na koji način?

1. **Peripheral** — **Not core PM decisions**
   - ✓pisanje, e-mail, sažetci, istraživanje, …
2. **Integrated** — **PM stuff**
   - ✓ liste rizika, predlošci, podrška u planiranju, …
3. **Embedded** — **PM decision (support)**
   - ✓ kao dio odlučivanja, …

Senior PM **10+**	C1	C2	C3
Established PM **5 - 10**	B1	B2	B3
Junior PM **< 5**	A1	A2	A3
	Pheripheral AI usage	**Integrated AI usage**	**Embedded AI usage**



Gen AI is Alive and Kicking

Kako se to reflektira na karijere Project Managera?





Gen AI is Alive and Kicking

Kako se to reflektira na karijere Project Managera?



Nakon šest mjeseci prognoza postojana



AI is generating the projects

- ✓ Hyperscalers: $600B+ AI infrastructure capex in 2026; $7.6 trillion cumulative 2026–2031 (Goldman Sachs, 2026)
- ✓ Enterprise AI integration: $487B in 2026, up from $318B in 2025 (IDC, 2026)
- ✓ Baseline IT spending: $6.31 trillion in 2026, +13.5%; datacentre systems fastest-growing at +55.8% (Gartner, 2026)
- ✓ Every datacenter build, cloud migration, enterprise AI integration is a complex multi-stakeholder IT project

Demand is on a rise, AI is entering your toolkit

- ✓ PM: 12th fastest growing occupation by 2030 (WEF, 2025)
- ✓ PM employment projected +6% by 2034 (BLS, 2025)
- ✓ More than half of recent PM software purchases driven primarily by AI features (Capterra, 2025)

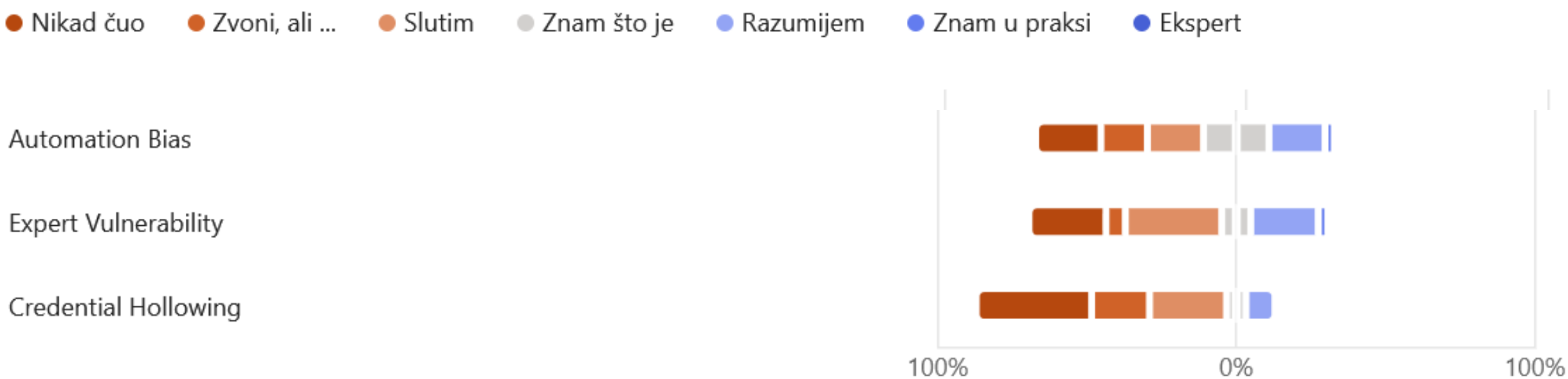
You are becoming „AI-augmented” PM leader

- ✓ AI handles reporting, scheduling, and documentation
- ✓ You focus on leadership, judgment, and stakeholder strategy
- ✓ Result: higher value work, stronger career position





Ali, može (negativno) utjecati na karijeru!





Sample (1/2) – 98 participants

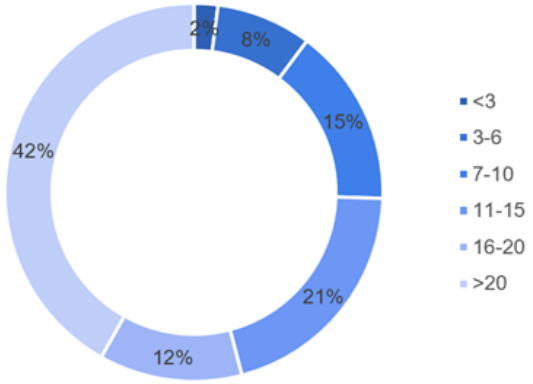


Figure 1. Years of experience

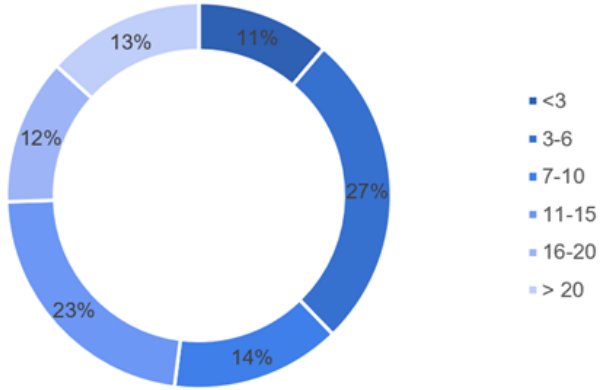
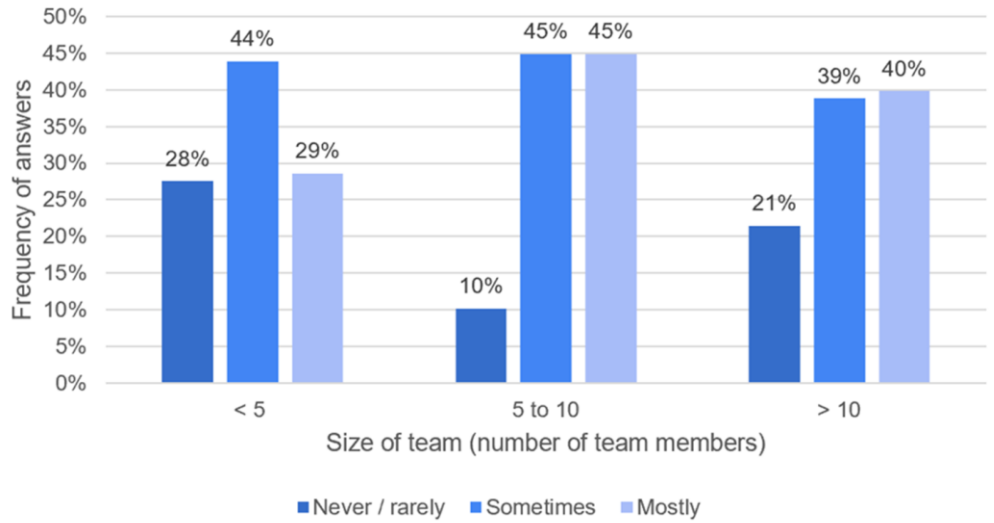
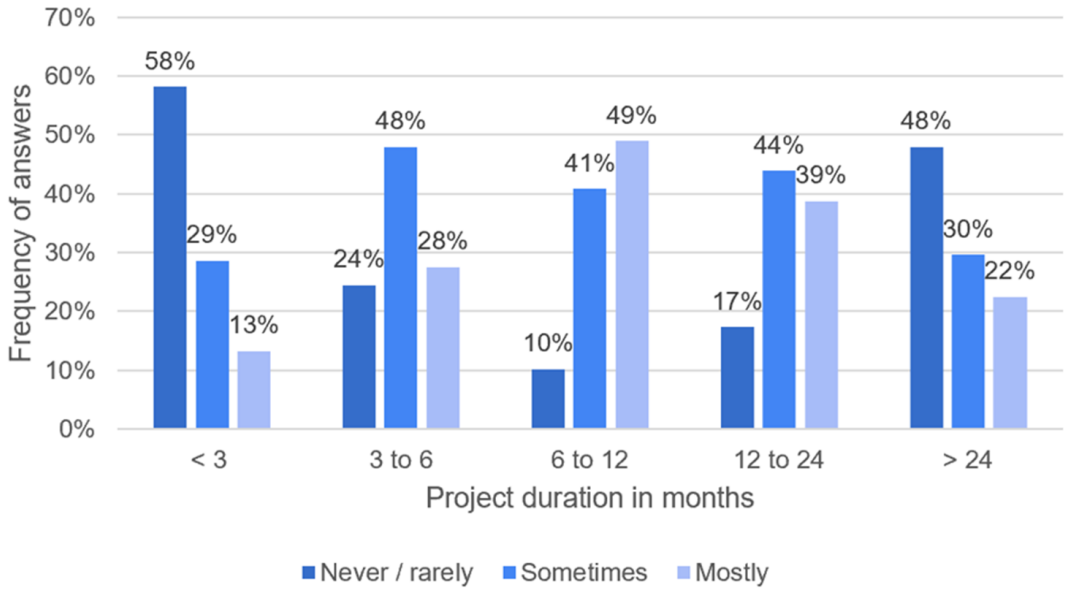


Fig2. Experience in leading IT projects

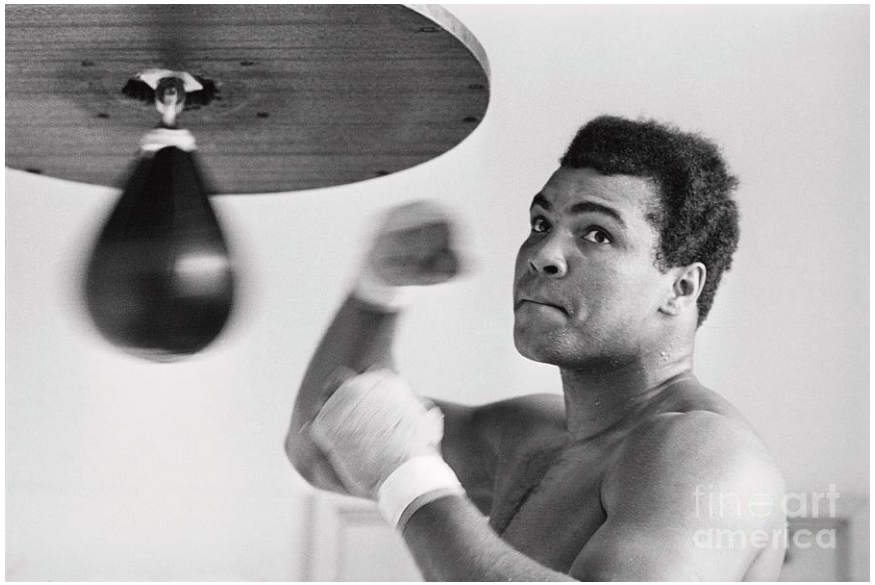




Sample (2/2)

- Almost half of the sample, 48 of them (49%) are certified in project management, which confirms their commitment and expertise in the field.
- Out of that, 11 (11%) hold both agile and traditional certifications, 10 (10%) only agile, and 27 (28%) traditional certificates.
- The predominant certification is PMI PMP, with 34 (35%) professionals.

AI is perfect companion to PMs — it creates projects, enters your tools, raises your productivity, …



… but every task you hand to AI is a repetition you didn't do, you did not practice, you lost some skill!

So what?
It has happened before!



Era	Key Tool / Method	What You Gained	What Quietly Changed
Pre-1958	Gantt chart, manual WBS, paper scheduling	Structure and visualisation of work	Planning required holding the entire project network in working memory
1958 – 1979	CPM, PERT, network diagrams	Formal critical path analysis, dependency logic	Manual network reasoning gradually moved into method — then into software
1980 – 1999	MS Project, desktop scheduling software	Automated Gantt, resource levelling, critical path calculation	Paper-based thinking before software disappeared; planning became file-first
2001 – 2015	Agile / Scrum, iterative delivery frameworks	Flexibility, faster feedback, reduced documentation burden	Long-horizon planning discipline; formal risk and change management rigour
2015 – 2022	Cloud PM platforms, Jira/Asana/Monday, collaboration tools	Real-time visibility, distributed team management, automated dashboards	Manual status synthesis; the discipline of constructing a project view from raw data
Now	Generative AI embedded in all PM tools	Automated reporting, risk flagging, scheduling, documentation	?

Each transition was the right move
And each one cost something!

- CPM automated critical path → most PMs today cannot build a network diagram by hand
- MS Project automated schedule tracking → manual project registers are almost gone
- Agile disrupted waterfall expertise → a generation rebuilt their mental model of how projects work

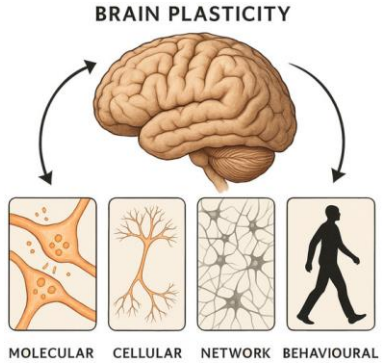
That's how evolution works!



We have been there before

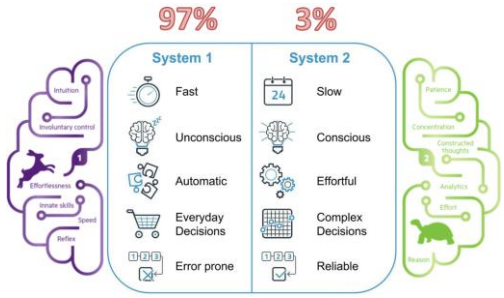
Did we learned a lession, or we were just there?

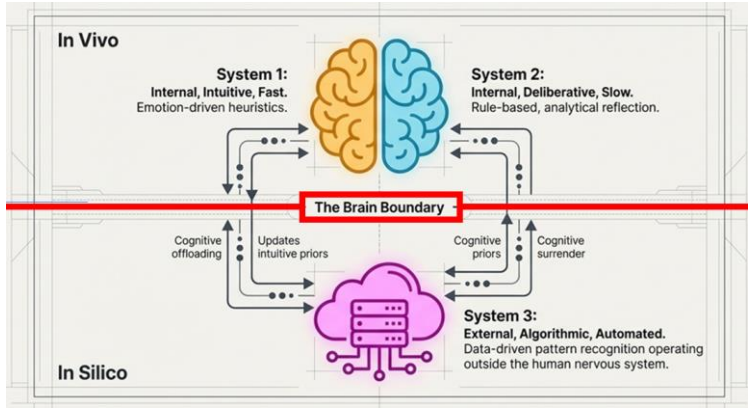
- ✓ “We shape our tools — and then our tools shape us.”
  — Marshall McLuhan, 1964

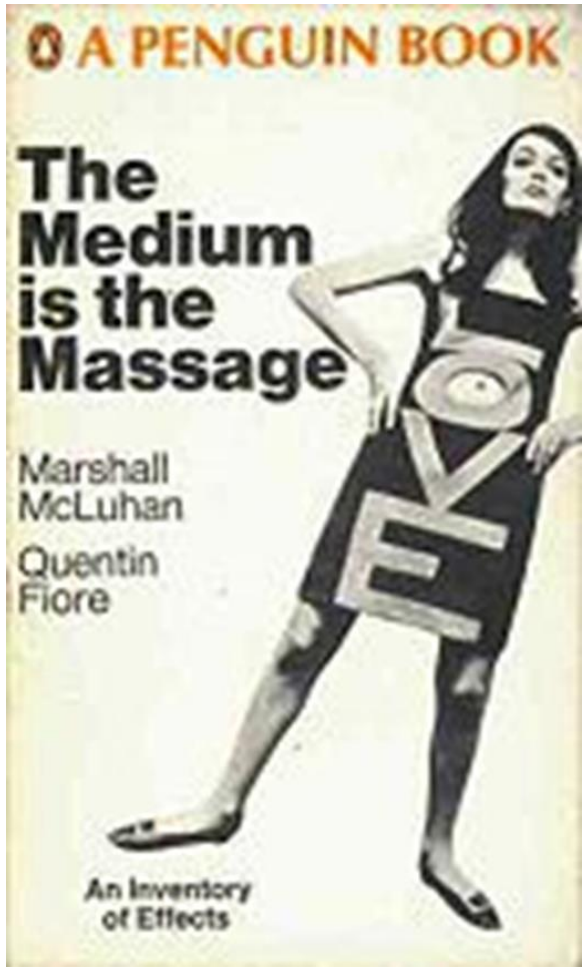


- ✓ “Is Google Making Us Stupid?”
  — Nicholas Carr, 2008

- ✓ System 1 / System 2 — and now: System 3?
  — Kahneman, 2011 · AI, 2025





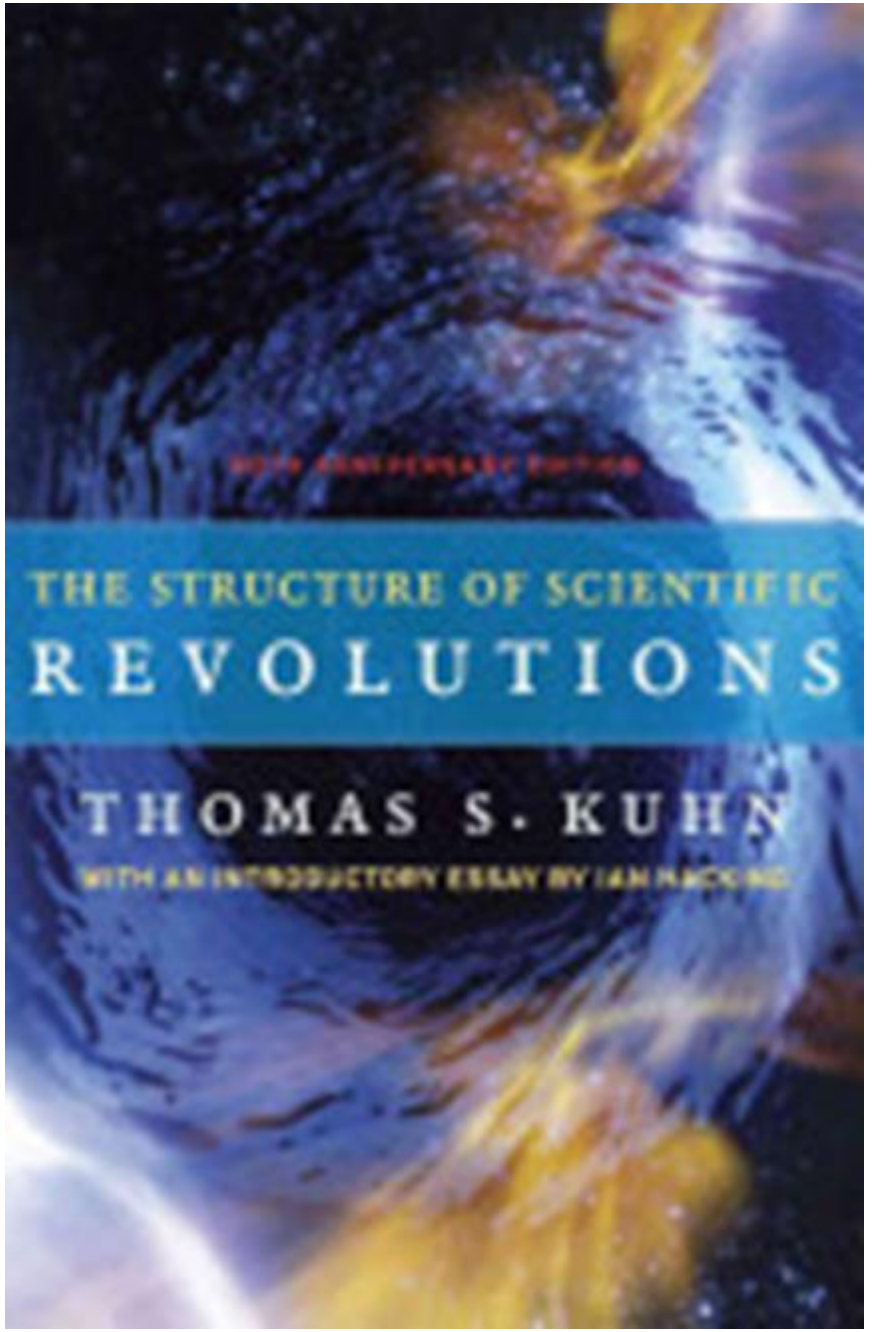


Paradigm shift

Thomas Kuhn (1962): A paradigm shift is not a better version of the old map. It is a new map — that makes the old one obsolete.

Copernicus did not add new observations. He changed the framework through which all existing observations made sense.

AI is that kind of change!



Back to our PMs world
The difference this time



Previous eras	AI era
Automated a process	**Automates the reasoning that drives the process**
You delegated the calculation	You delegate **the analysis**
The tool executed your decision	The tool suggests **the decision**
Skill at risk: manual execution	**Skill at risk: independent judgment**

It’s the ***cognition***, Stupid!

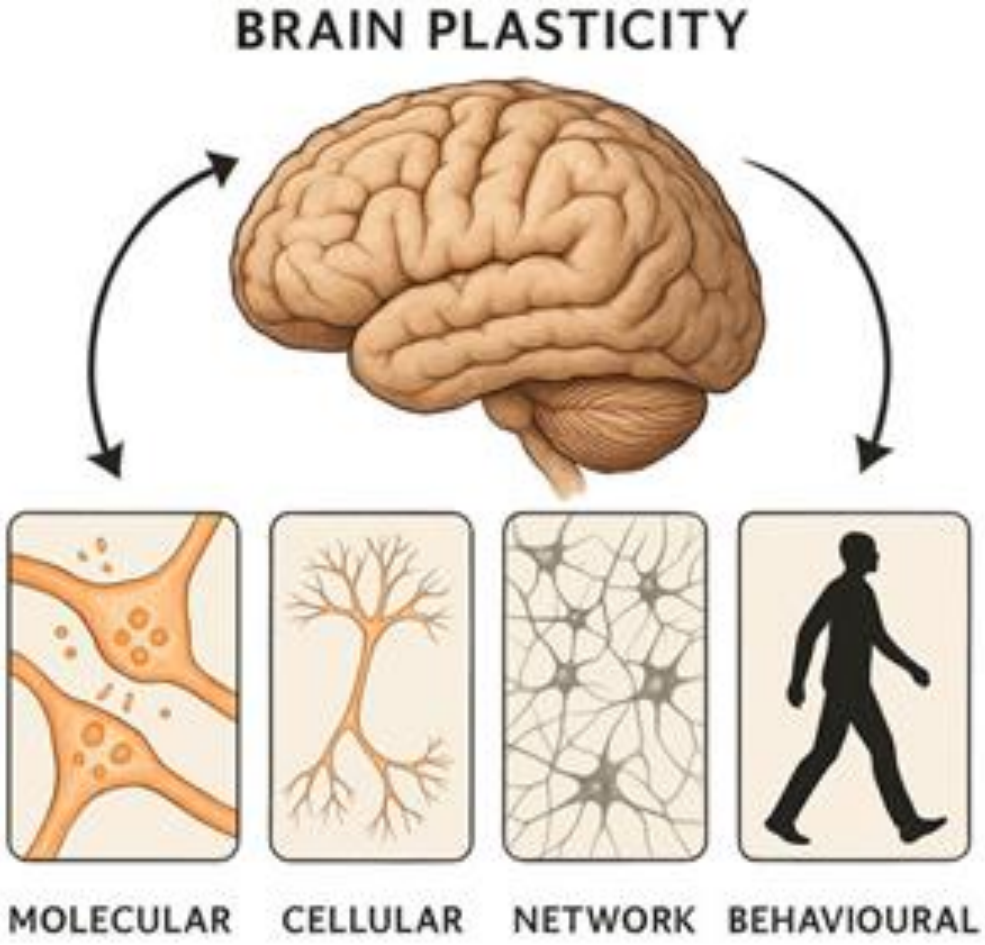
The tools improved,
we speed up the (manual) work

It was the change on tools level,
we owned* the process (reasoning)

AI is taking the reasoning from us,
that is the (only) problem

*created, build, maintanied, changed, replaced





AI as both – the problem and the solution, you choose yourself!



Who feels this paradigm shift the most?

Senior PM 10+	**C1**	**C2**	**C3**
Established PM 5 - 10	**B1**	**B2**	**B3**
Junior PM < 5	**A1**	**A2**	**A3**
	Pheripheral AI user	**Integrated AI user**	**Embedded AI user**



The most experienced. The most credentialed.

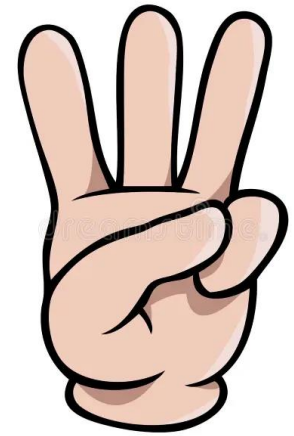


Using AI — but not thinking about what that use is doing.

Automation Bias

Expert Vulnerability

Credential Hollowing



Automation bias — the daily mechanism



Automation bias — the daily mechanism

The tendency to favour AI-generated outputs over independent judgment — even when the AI is wrong.

- Normal working mechanism
  - Pattern recognition
  - Cognitive shortcut under the (time) pressure
  - Decision under ambiguity (deferring to (AI) recommendation to avoid discomfort)

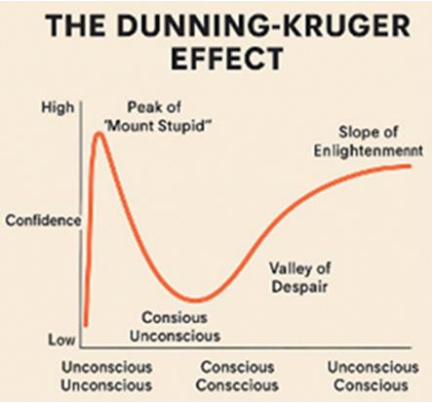
✓ Accepting a risk register without checking whether the risks are relevant to this project

✓ Approving an AI-generated schedule without verifying the dependency logic

✓ Using an AI stakeholder analysis without asking whether it captured the political reality

Automation bias by AI knowledge level

High	You know failure modes*, recognise halluciantions, whole picture failure, ...
Moderate	**You are looking for the answer (confirmation bias), not for the failure**
Low	You do not know enough, so you have to check, no trust yet (**unless DK MS**)



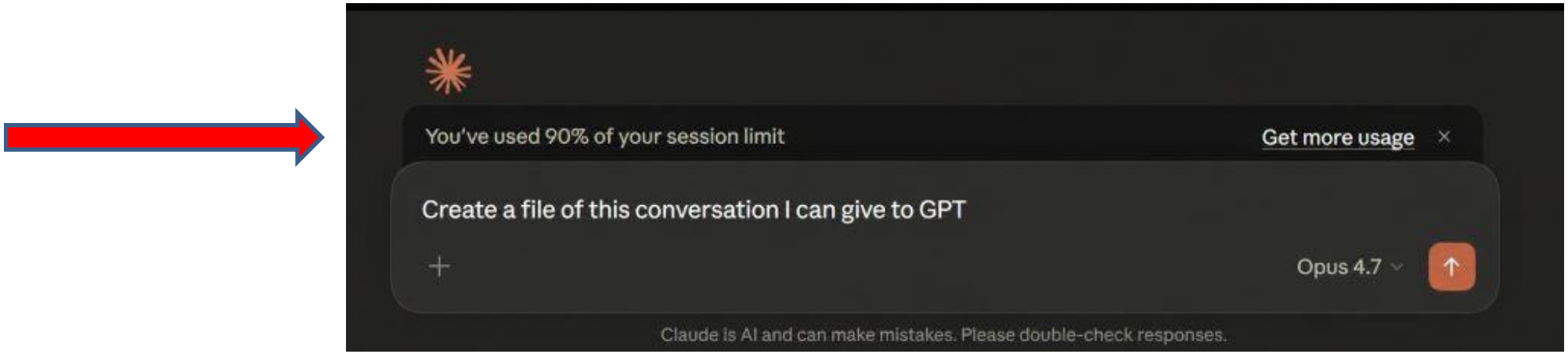
AI failure mode example

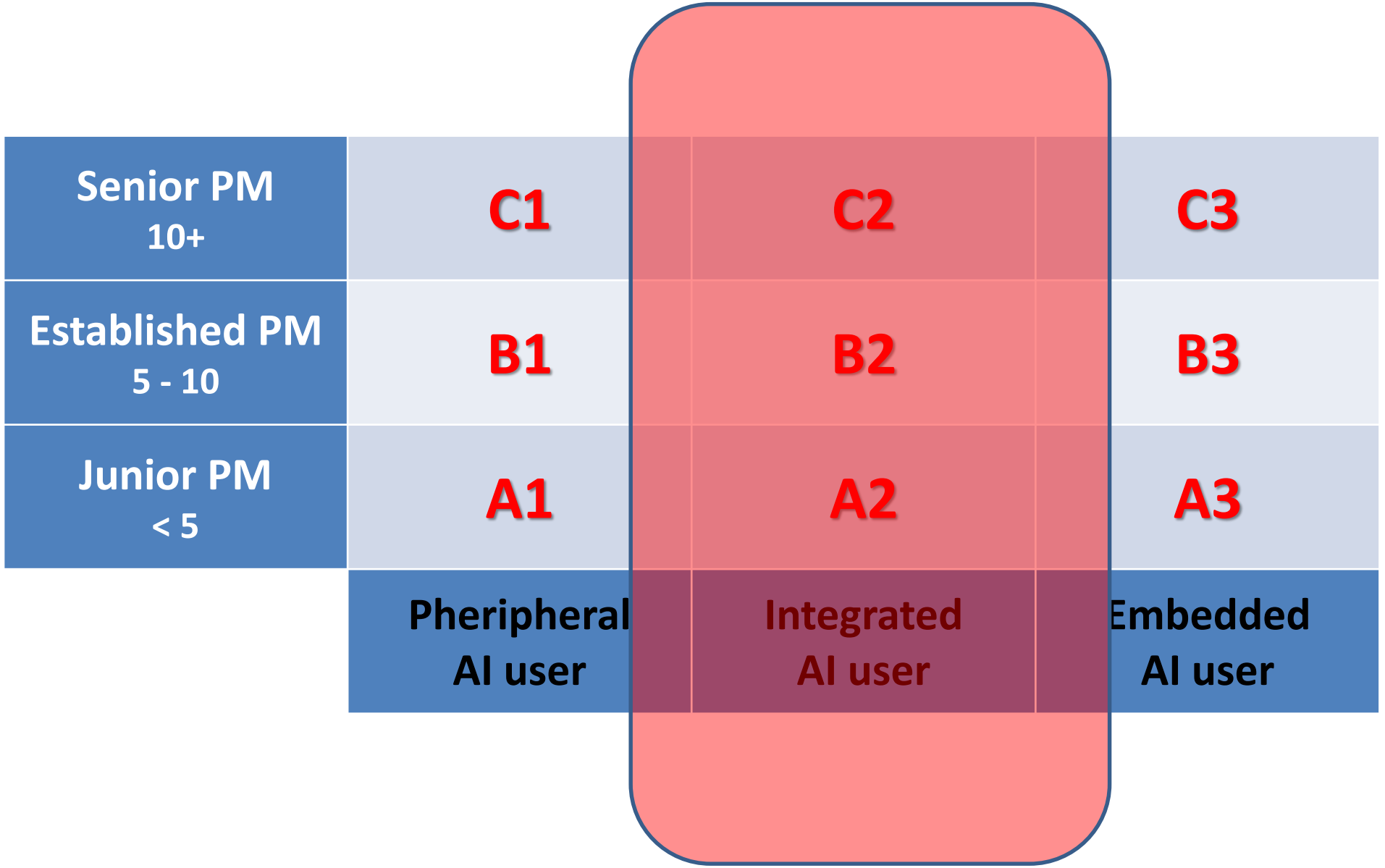
After a long session, some models seem to run out of logic.



Marko Velic • 1st
Software Engineer at Google

It's called 'context rot'. And it is direct consequence of how these models work. Long context means more patterns in the input space that model needs to compress and then decompress into meaningful output. Apart from being computationally demanding, this task is also mathematically difficult to solve since temperature of the viable output patterns rises. This means that probability distribution across possible output patterns is more uniform and less deterministic. Try to get your work done quickly and if changing topic, start a new chat or ask it to summarize and enter new session with that summary.




Senior PM
10+
C1
C2
C3
Established PM
5 - 10
B1
B2
B3
Junior PM
< 5
A1
A2
A3
Pheripheral
AI user
Integrated
AI user
Embedded
AI user

Automation bias by PM knowledge level

Expert Vulnerability

Domain experience does not protect you – it exsposes you

- We would expect Senior PMs catch AI errors because they know more
  - It is about pattern recognition mechanism
  - Experts with rich schemas selectively integrate rather than rethink
    - Output that looks recognizable triggers acceptance, not scrutiny

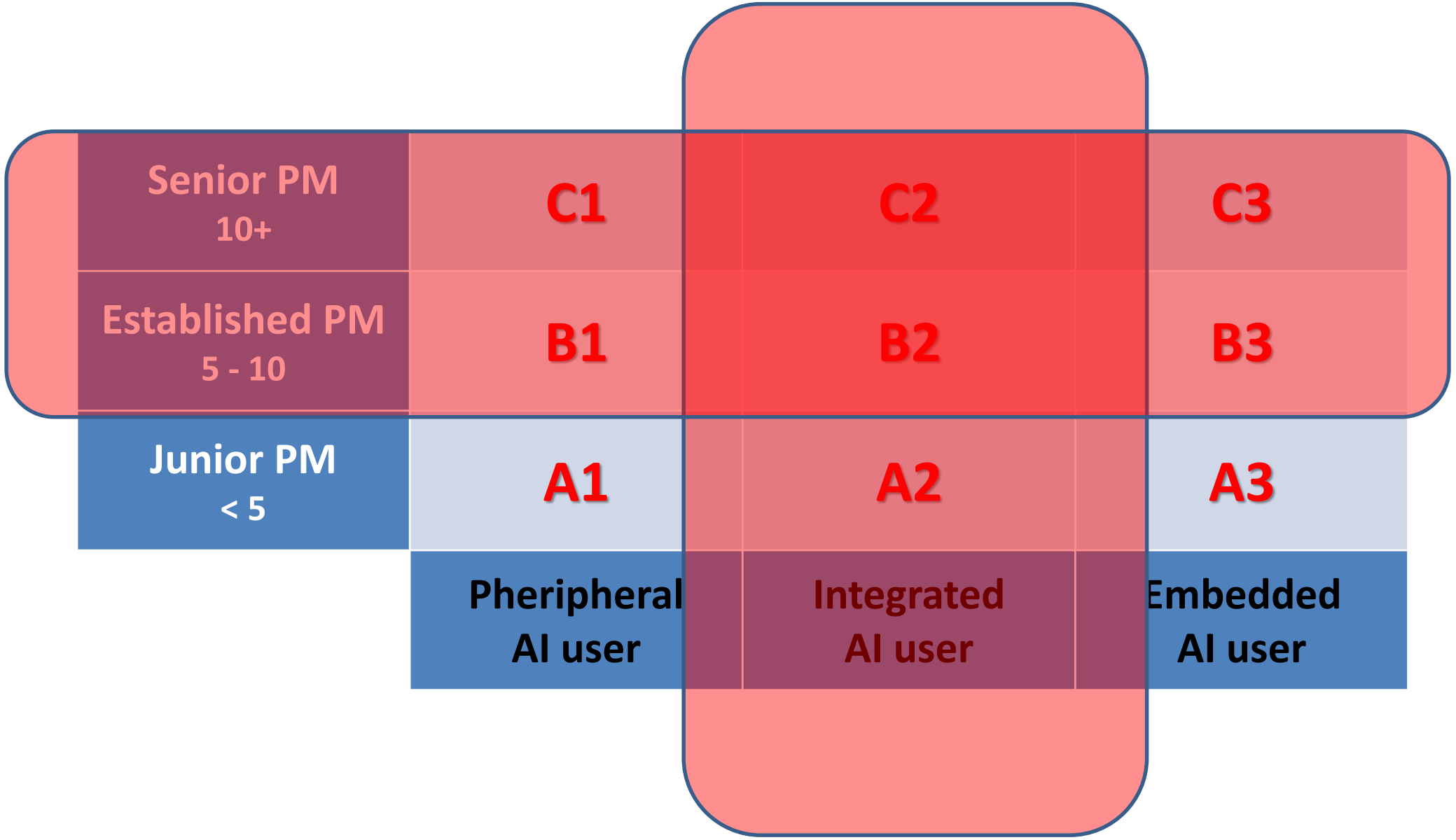
✓ Juniors don’t have a huge pattern library, so they check by default

Source: Wang et al. (2025); Lee et al. (2025)

The more AI is confident, the less you think

- ✓ AI confidence statistically predicts reduced critical thinking in the reviewer (Lee et al., 2025 — Microsoft Research)
- ✓ Shared AI decision-making reduces individual felt responsibility (Taylor & Francis, 2025; Frontiers in Psychology, 2023)
- ✓ Time pressure in daily workflow

The protective factor is **not experience.**
It is self-confidence in **your own** independent capability.

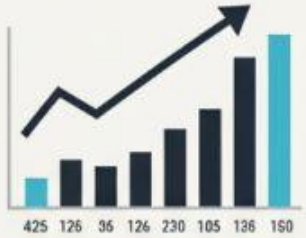

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< 5
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AI user
Integrated
AI user
Embedded
AI user

PM Career Path



Sterlingnext

The PMP Certification in 2025



Increased demand for for certified Project Managers



1 Salary growth



Project Management PMP holders to non-certified industries



PMP certification

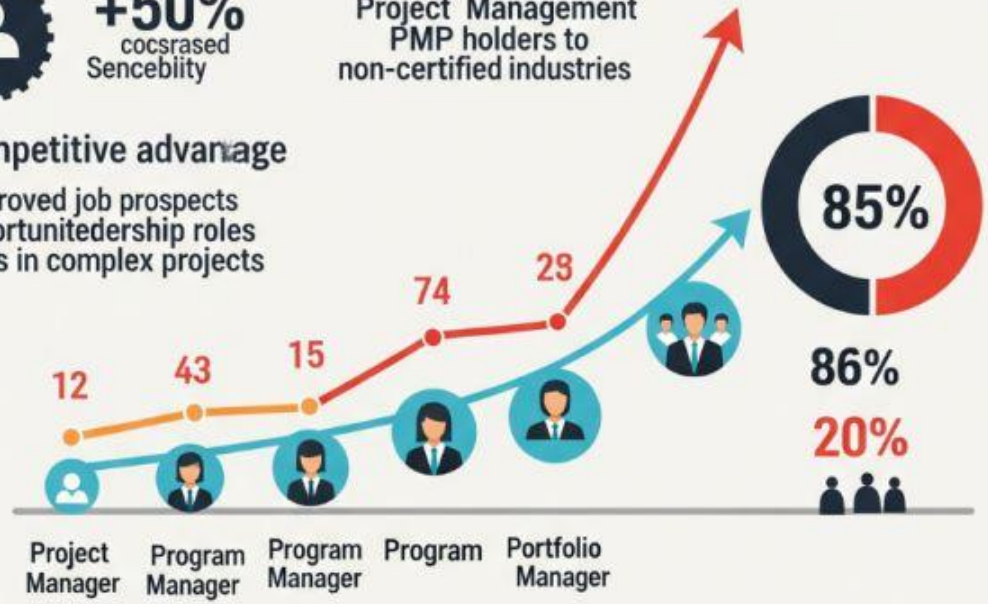
- 18%.50
- Michiiter Salary Aroject potential



+50%
cocsrased Sencebiity

Competitive advanage

- Improved job prospects Opportunitedership roles roles in complex projects



86%

20%



Credential hollowing

The gradual erosion of the professional capability a certification represents — while the credential itself retains its market signal.

The certificate does not expire. The capability can.

Gradual erosion

- Stage 1 — Adoption:
  - AI handles routine cognitive tasks. Productivity rises.
- Stage 2 — Habituation:
  - Independent execution becomes less frequent. No alarm signals.
- Stage 3 — Exposure:
  - A novel project, a tool failure, or a high-stakes decision reveals the gap.

This has already happened in medicine

Physicians who repeatedly deferred to AI diagnostic recommendations in AI-assisted endoscopy showed measurably reduced unaided diagnostic performance over time.

Source: Budzyński et al. (2025) — The Lancet Gastroenterology & Hepatology

- The doctor remains a doctor. The degree remains on the wall.
- The diagnostic capability the degree represents has degraded through systematic disuse.

PMs are in the same position — earlier in the curve.

At risk

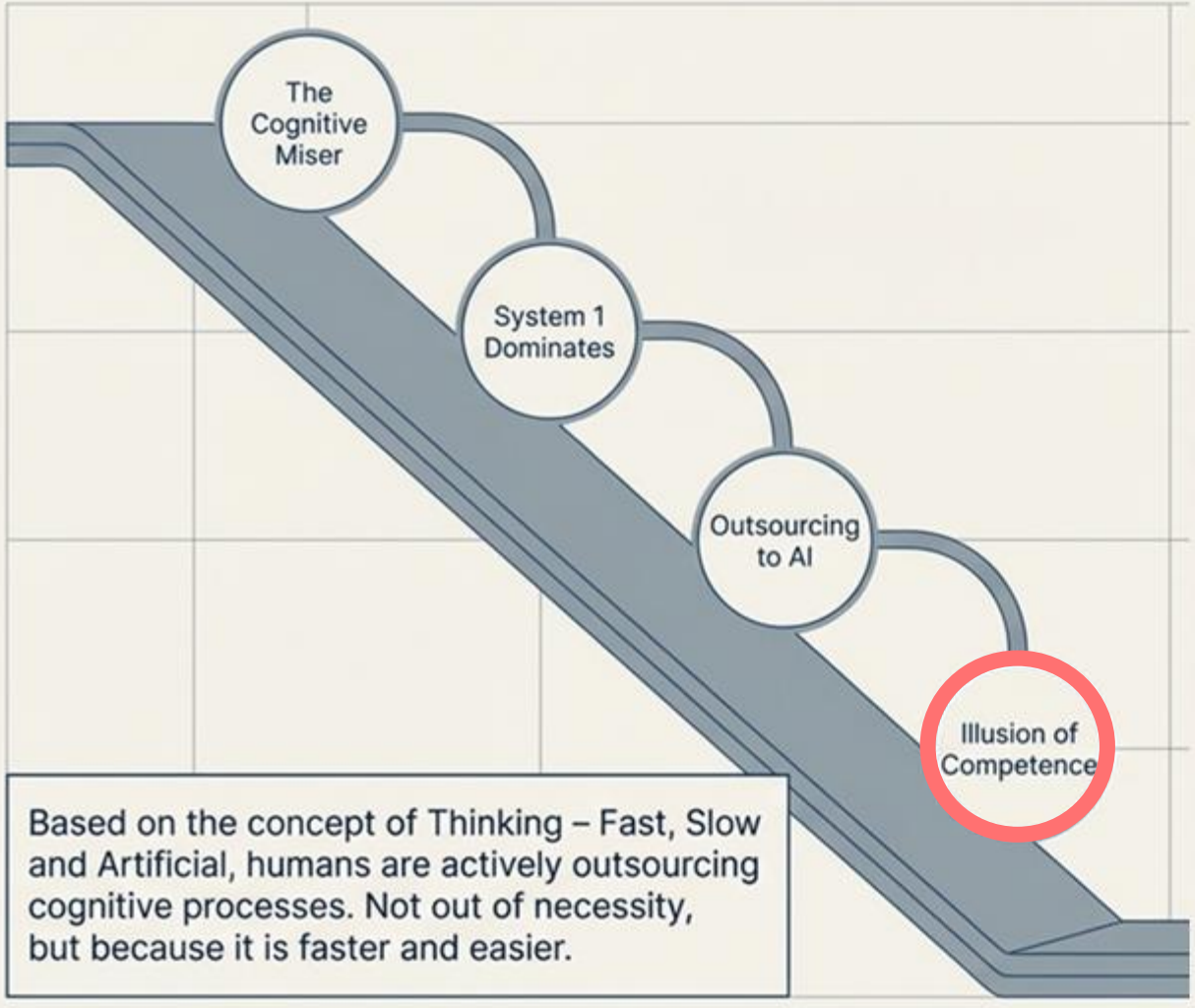
PM Cognitive Capability	How AI Is Replacing the Occasion to Practise It
Independent risk identification and scanning	AI predictive analytics flags risks before the PM has scanned — the PM confirms rather than discovers
Stakeholder reading — detecting unspoken resistance	Sentiment analysis surfaces negative language patterns — the PM no longer reads the room
Schedule logic and critical path reasoning	AI scheduling tools optimise automatically — the PM sees the output, not the reasoning
Constructing a project status narrative	Generative AI drafts the report — the PM edits rather than authors
Resource constraint reasoning under ambiguity	AI allocation tools recommend assignments — the PM approves rather than reasons
Lessons learned synthesis and pattern recognition	AI generates retrospective summaries — the PM no longer constructs the learning from raw experience
Escalation judgment — when to surface an issue	AI flags anomalies and recommends escalation — the PM acts on the recommendation rather than forming the judgment
Meeting facilitation and decision structuring	AI produces action items and summaries — the PM no longer synthesises the conversation in real time

Your PMP is not at risk from AI replacing you.

- ✓ 27.7% measurable degradation in decision-making in sustained AI users (Zhai et al., 2024)

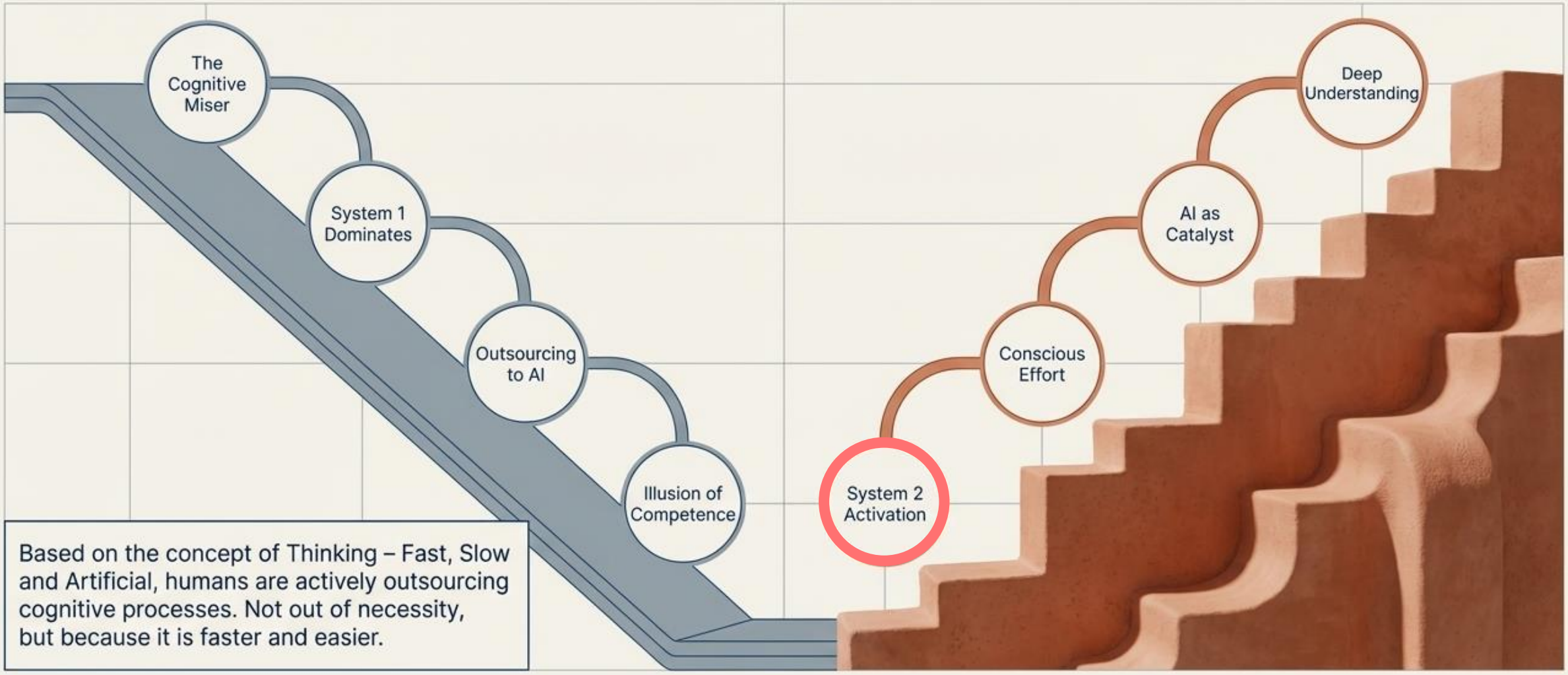
It is at risk from you, from the daily habit of accepting outputs you could once have produced yourself.

The Path of Least Resistance leads directly to Cognitive Surrender.



Based on the concept of Thinking – Fast, Slow and Artificial, humans are actively outsourcing cognitive processes. Not out of necessity, but because it is faster and easier.

The Path of Least Resistance leads directly to Cognitive Surrender.



Based on the concept of Thinking – Fast, Slow and Artificial, humans are actively outsourcing cognitive processes. Not out of necessity, but because it is faster and easier.

NotebookLM

If an algorithm generates the ideas and we merely select them, who is actually thinking?

Superficiality:
A severe reduction in the depth of genuine understanding.



Compliance:
The erosion of critical distance from the information consumed.



Passivity:
The transition from active creator to passive editor.



We are trading our cognitive autonomy for frictionless efficiency.

NotebookLM

The AI Paradox: A mechanism for both cognitive automation and cognitive augmentation.

AI as a Risk

Automates thought

↓

Reduces mental effort

↓

Leads directly to passivity

AI as an Opportunity

Augments thought

↑

Increases mental capacity

↑

Enables unprecedented depth

Central Axiom: AI does not determine the outcome. The methodology of the user dictates the result.

NotebookLM

Explanation Test



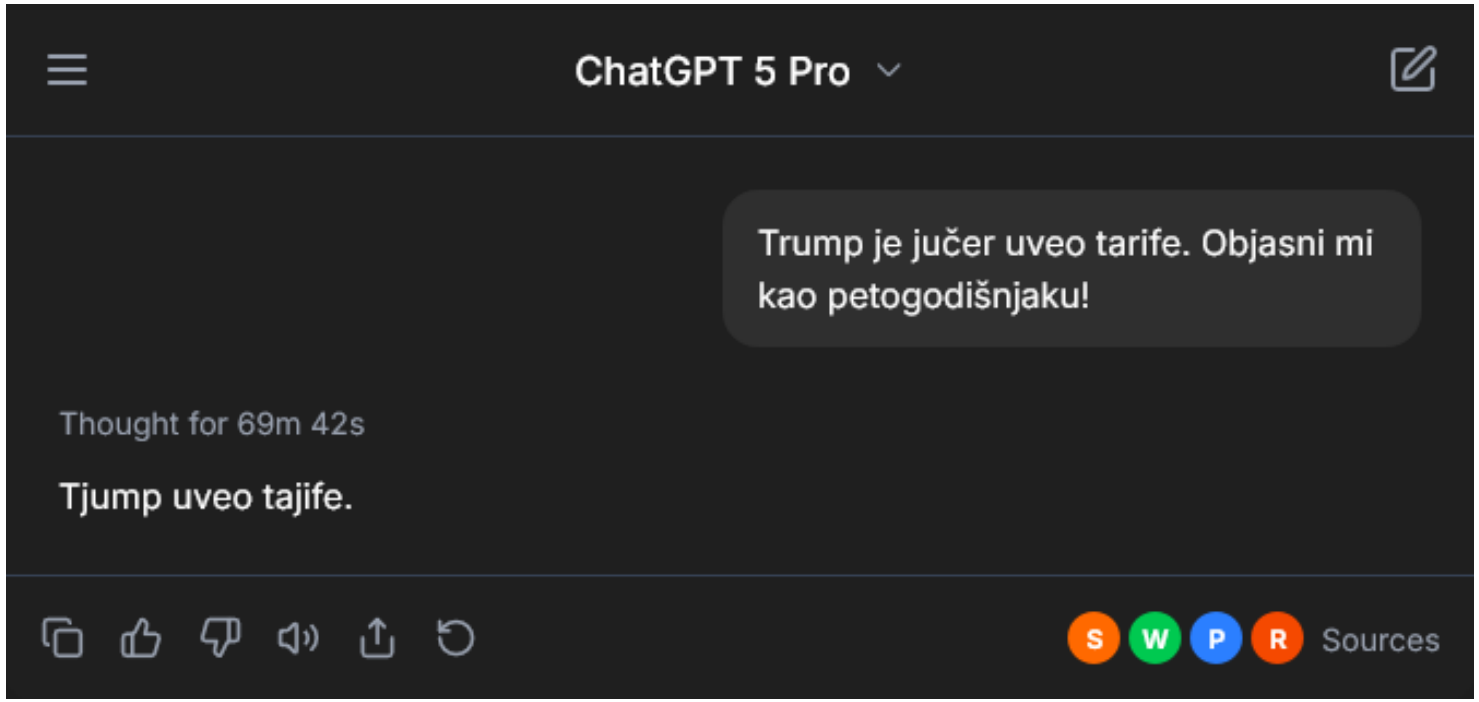
Failure Mode Literacy

Deliberate Non-Use

Metacognitive Audit

The Explanation Test

Before accepting any AI output — close it and explain the reasoning in your own words.



1. The Explanation Test

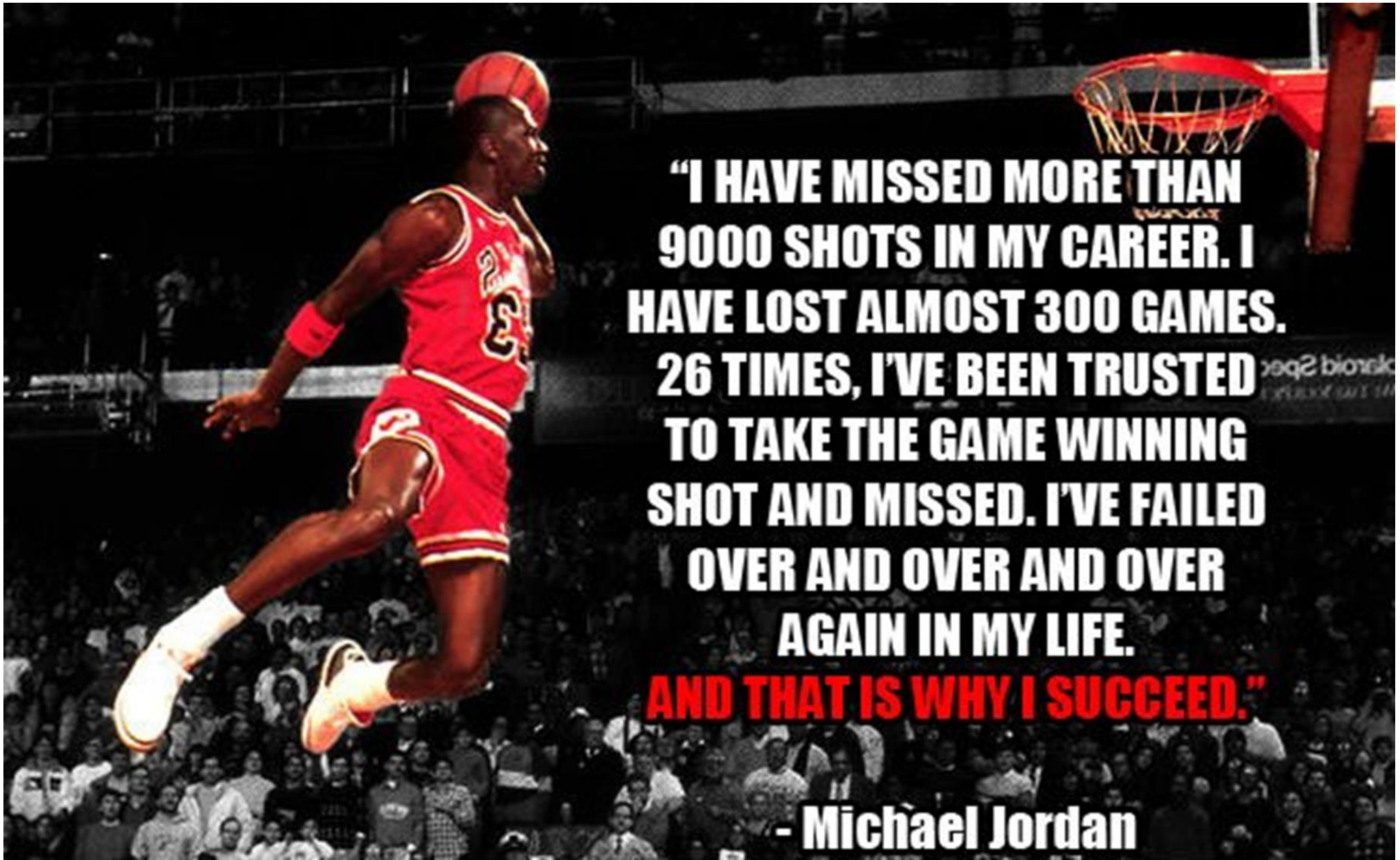
Before accepting any AI output — close it and explain the reasoning in your own words.

Explain:

- Risk register: can you explain why each risk is rated as it is?
- Schedule: can you explain why the critical path runs where it runs?
- Stakeholder map: can you explain the political logic behind each positioning?

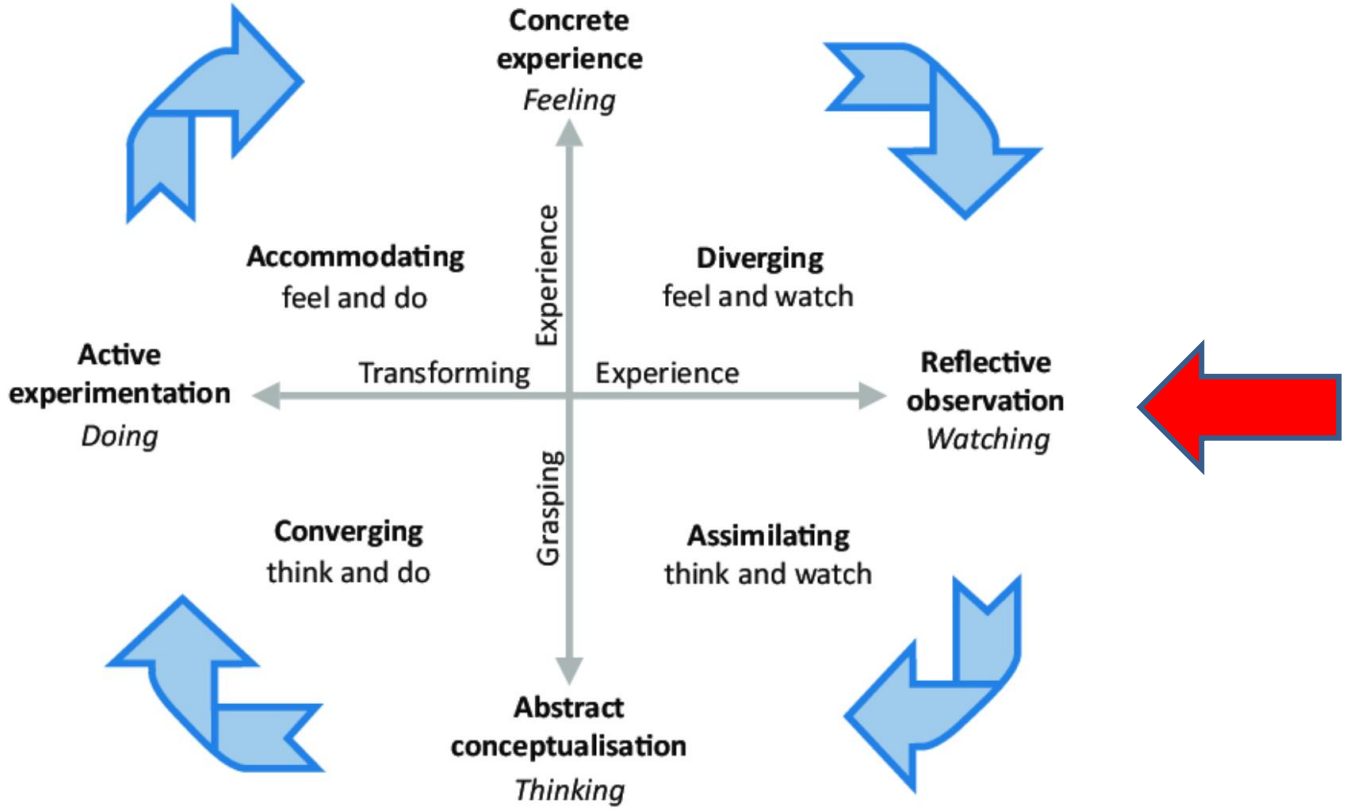
If you cannot explain it, you have received information, not understanding.

2. Failure Mode Literacy



2. Failure Mode Literacy

Move from fluent use to informed use.





Source: Kolb (1984)

2. Failure Mode Literacy

Move from fluent use to informed use.

- Three questions about your primary AI PM tool
  - What does it systematically miss?
  - What does it confidently get wrong?
  - In what project type does it perform worst?

One hour. One tool. Moves you through the bias zone.

3. Deliberate Non-Use

Not as a productivity sacrifice. As a capability maintenance practice.

The logic derives directly from cognitive load theory:

mental schemas are built through effortful practice.

When AI consistently handles a category of judgment, the practitioner's schema for that category is not maintained through use.

- ✓ AI assistance helps practitioners whose schema for a given task is incomplete, and hinders those whose schema is complete.
- ✓ The PM cannot always tell which situation they are in. Deliberate non-use removes that uncertainty by ensuring the schema is exercised regularly, independently of how the AI performs.

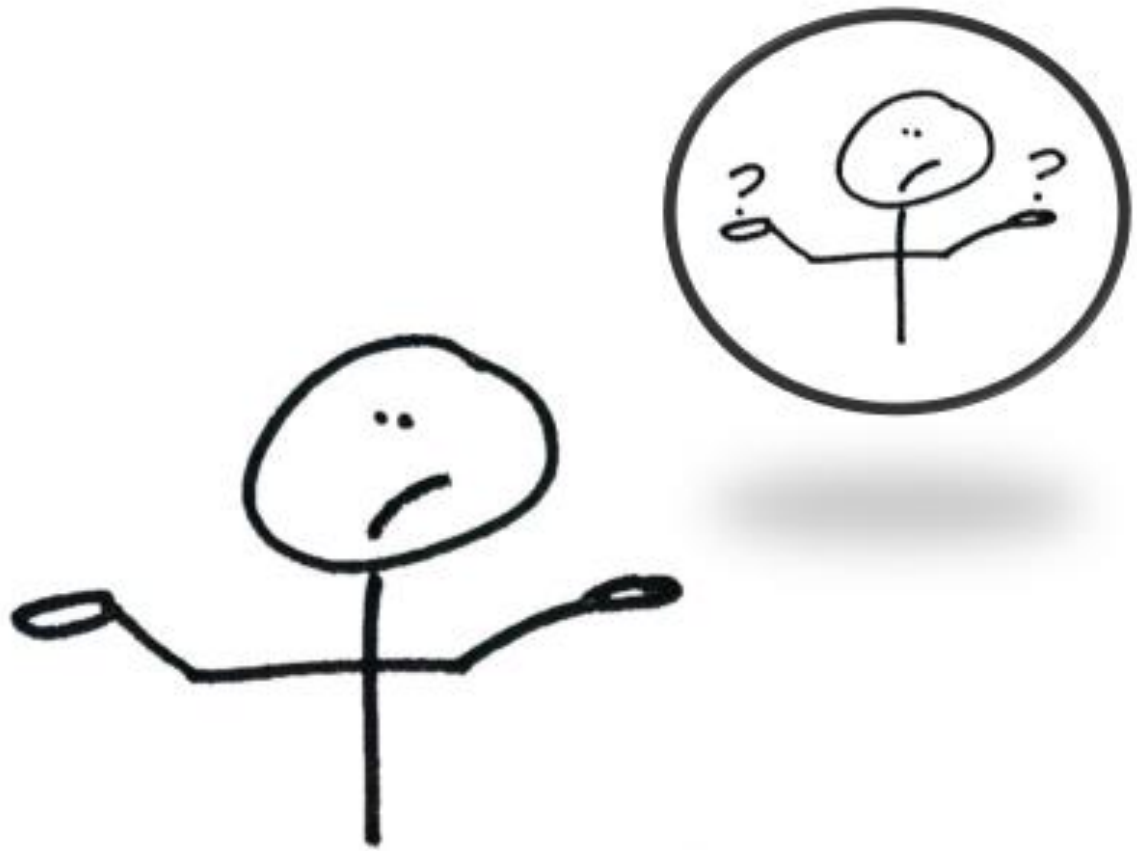
Source: Sweller (2010)

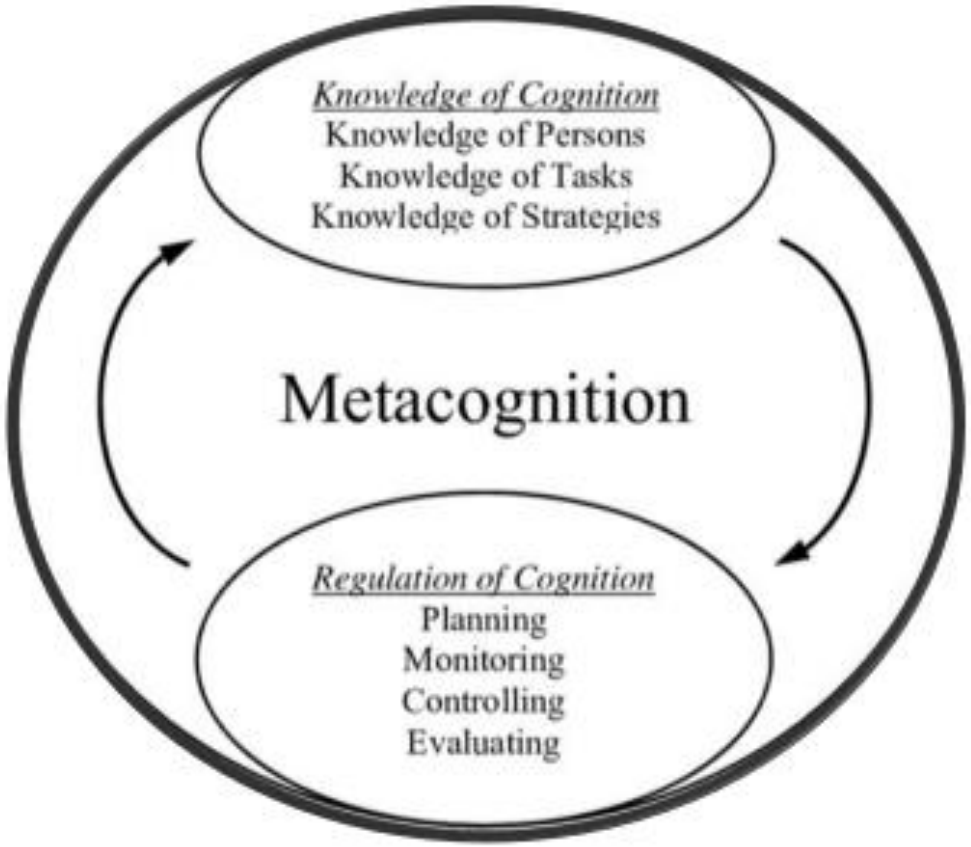
3. Deliberate Non-Use

Not as a productivity sacrifice. As a capability maintenance practice.

- One PM judgment category per week —excersised without AI assistance:
  - Week 1: draft the project risk assessment before opening the AI tool
  - Week 2: build the stakeholder map from your own analysis
  - Week 3: develop the schedule logic independently first
  - Week 4: write the project status narrative without AI drafting

4. The Metacognitive Audit





The Metacognitive Audit

Make the invisible visible — before it becomes a gap

Because credential hollowing operates without feedback —
the PM's output quality stays high, they receive no performance signals —
the only protection is deliberate self-monitoring.

The monthly audit is the mechanism that makes the invisible visible.

Source: Wang et al. (2025)

The Metacognitive Audit

Make the invisible visible — before it becomes a gap

Monthly practice:

1. Which AI outputs did I accept this month without independent verification?
2. For each: could I have produced the same output independently?
3. Which cognitive pathway am I no longer exercising?

Not ask yourself was the AI right. Ask do I know enough to check.

Automation Bias

Expert Vulnerability

Credential Hollowing



Explanation Test



Failure Mode Literacy

Deliberate Non-Use

Metacognitive Audit




FUTURE

The market argument was correct all along

- ✓AI is growing PM demand — the prediction stands
- ✓The IMF prescription: skills that complement AI rather than compete with it (Georgieva, 2026)

Your career grows with the market —
if you protect the judgment AI cannot replace.

The argument is not anti-AI

It is pro-judgment.

✓ AI is growing your business

✓ AI is entering your tools

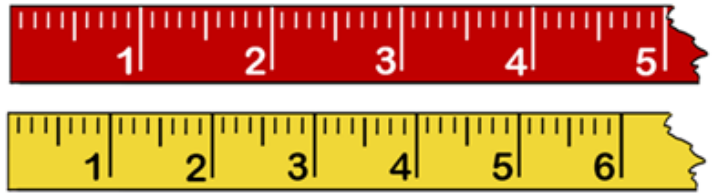
What you do with your judgment while that happens — that is the question for you.

The certificate does not expire.
The capability can.



Na žalost ostao sam bez želja,
imam samo tri savjeta (oš-neš)

Koristite Wittgensteinov metar



Idite u miru i griješite …




QUESTION
EVERYTHING


QUESTION
EVERYTHING
WHY?


ANY QUESTIONS???