

NAVIGATING THE FUTURE: COGNITIVE PMOS UNLEASHING THE POWER OF AI IN PROJECT MANAGEMENT

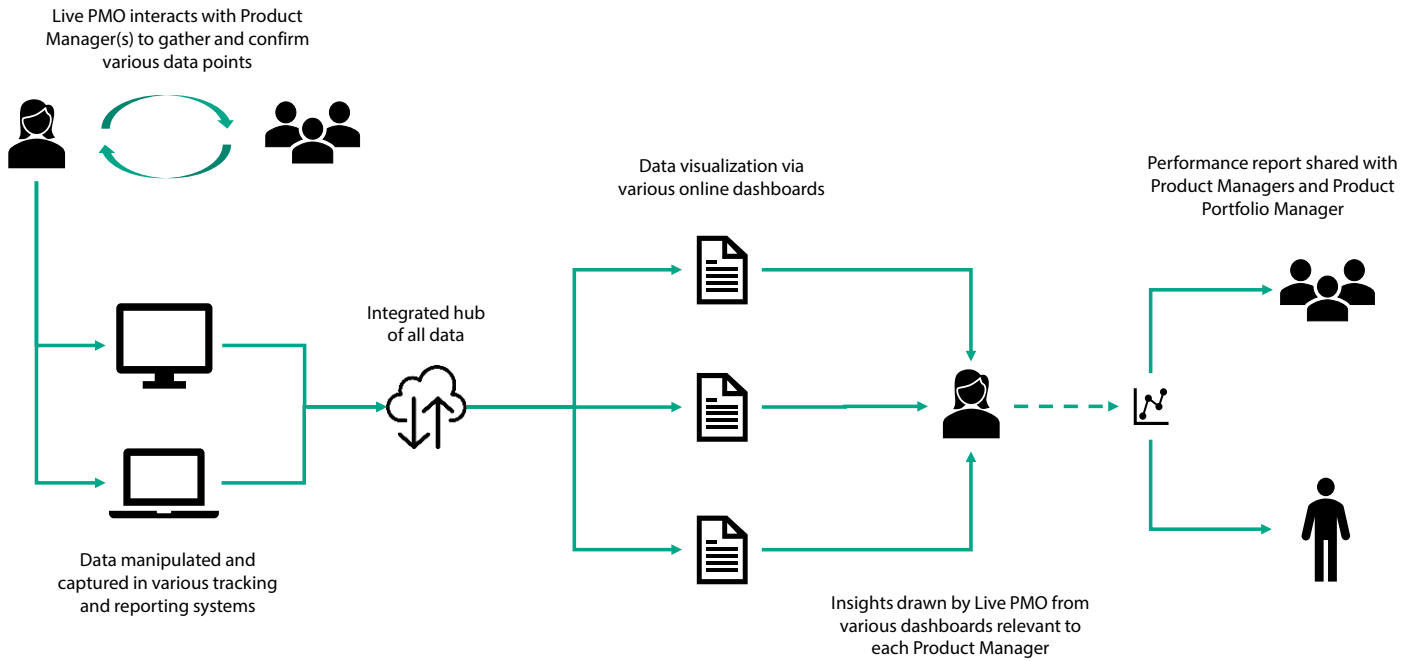
ABSTRACT

PMO has come a long way from traditional ways of working to digital ways of working. But this approach has introduced its own complexities due to heavy reliance on data. In the digital era, data reigns supreme, particularly in the realm of project management. Collaboration tools, cloud-based platforms and real time communication facilitate seamless coordination among teams spread across multiple regions. Agile ways of working and data driven real time insights empower project managers to adapt swiftly, optimize resource allocation and deliver successful outcomes. Data within project management domain has risen to become an invaluable resource that fuels ideation, decision-making, and quicker turnaround time across virtually all industries and sectors. However, interpreting data can be challenging sometimes due to its complex nature and volume, potentially leading to misinterpretations if not managed appropriately. Further complexities arise from biases in data collection and analysis, lack of context, and concerns over data privacy. The resolution to common project management challenges such as resource allocation, financial analysis, and timely identification and formulation of risks and issues lies in the accurate interpretation of available data and the execution of appropriate actions at the right time.

Live PMO

Over time, Live PMO has enhanced visibility of project delivery, financials, and resource allocation through various sources. However, it still requires human intervention to make sense of the data, create actionable insights for leadership, and initially interpret it in a standardized way. This is where PMO needs to become smarter and use current AI technologies which offer more intelligent approach to data interpretation with less data manipulation.

Live PMO Operating Model



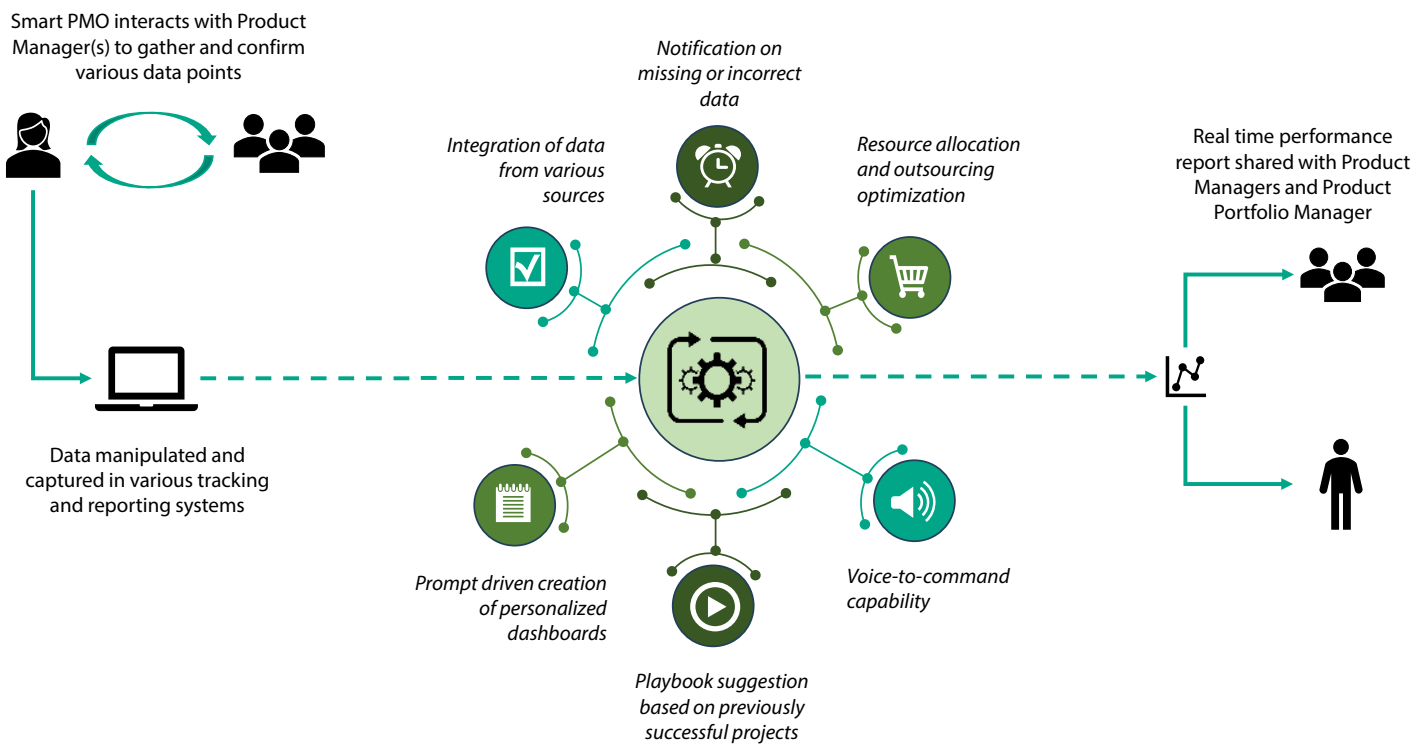
Cognitive PMO

The adept application of AI technologies stands poised as a potential differentiator, where businesses can gain a competitive edge. AI in project management will bring more efficiency in the ways of working for teams by summarizing meeting notes, analysing documents and removing mundane activities to be completed by machine learning and giving that time back to the project managers to focus more on deliverables.

The advent of a Cognitive Project Management Office (*Cognitive PMO*) capitalizes on the comprehensive capabilities of AI,

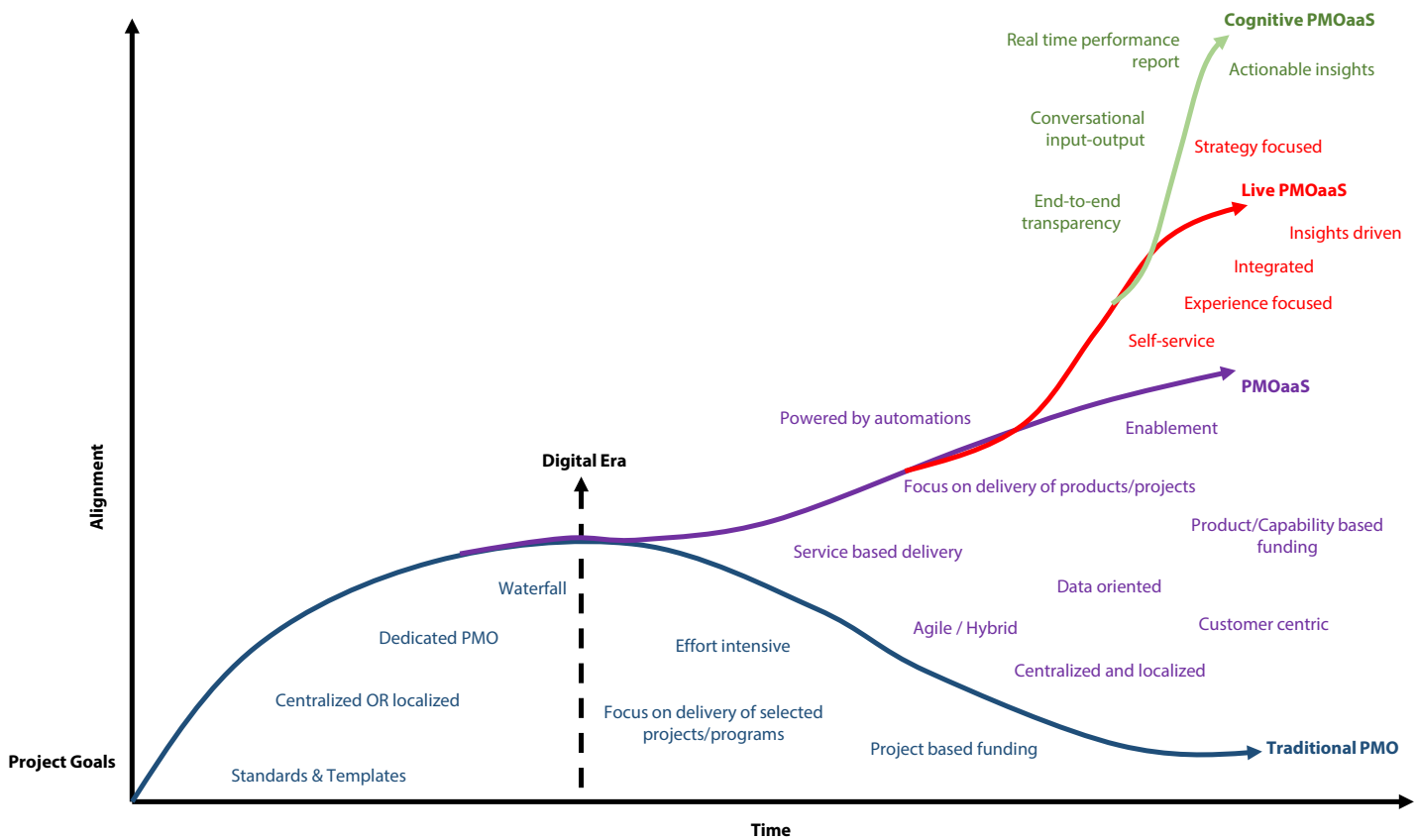
drawing insights from diverse data sources to deliver real-time responses promptly. *Cognitive PMO*, having been trained on extensive company data, facilitates project managers in extracting information from historically successful (and unsuccessful) projects. This iterative learning process empowers efficient project delivery by incorporating lessons learned and mitigating previously encountered challenges. Additionally, Cognitive PMO serves as a catalyst for information dissemination, seamlessly interfacing with multiple systems to formulate and share updates.

Cognitive PMO Operating Model



Live PMO, when imbued with the intelligence of *Cognitive PMO*, offers holistic visibility into data intricacies and identifies risks at the nascent stages of development. *Cognitive PMO*, leveraging organization-wide data, not only processes vast information sets but also formulates scenarios for management to proactively address potential risks and challenges. The integration of a customized performance management tool, driven by *Cognitive PMO* capabilities, harmonizes data from diverse project management systems—encompassing schedule, risk, finance,

and resource management. This tool, trained on historical data, distils insightful summaries such as budget health and projected spending, thereby diminishing the reliance on manual reporting and fostering data standardization. In essence, *Cognitive PMO* not only optimizes data management intricacies but also furnishes meaningful analytics crucial for judicious decision-making within the realm of project management, ultimately reducing the human resources dedicated to routine and reporting tasks.





Conclusion

In essence, this transformation signifies a major shift in the project management landscape, reducing the human resources dedicated to routine tasks and reporting, and allowing for a more strategic focus on deliverables. The journey from traditional PMOs to *Cognitive PMOs* underscores the transformative potential of AI in project management.

Traditional PMO	PMOaaS	Live PMO	Cognitive PMO
Team of humans provides the service	Team of humans along with digital workers provides service	Self-service capabilities that amplify human's ability to go beyond better and faster Example: The system processes all relevant information and presents the appropriate action to the Project Manager for Approval / Rejection of invoices	Digital assistant powered by AI provides the services. Example: Cognitive PMO is conversationally equipped to pull any report for the product manager, without requiring any human intervention.
Long cycle time - Standards and processes must be established first, and most of the time focus is on the governance	Short setup time - pre-defined standards and processes are the starting point, and bespoke teams are hands-on on the project	Zero-latency to change Example: Use of integrated systems for real-time dashboards that reduces the dependency of collating data and report creation	A step above integration, with human involvement not required to create dashboard. Cognitive PMO is capable to creating them based on requirement. Example: Dashboards can be requested by managers to the Cognitive PMO via a prompt, which would fetch the result in real time.
Human involvement is a must across all activities set, and the use of productivity tools helps with productivity improvement.	A team of humans will focus on value-added activities, and digital workers focus on non-value activities	Self-driven operations with minimal involvement from humans. Example: Automated reconciliation of project spend, Detection of anomalies in operations	Human involvement limited to data correction. Data validation and standardization, and reporting driven by Cognitive PMO. Example: Cognitive PMO can extrapolate financials for the future based on historical data repository. Human intervention is still required to validate and correct the extrapolated data. Past this stage, Cognitive PMO can create various reports on real time based on conversational inputs by managers.

<p>Bureaucracy varies based on PMO implementation.</p>	<p>Flexible with a focus on adding value to the organization and the projects</p>	<p>Focus is on strategic alignment and returns on investment to the organization.</p> <p>Example: If the organization is looking to gain efficiency by reducing time to market, then the focus will be on metrics such as cycle time.</p>	<p>Focus on real time actionable insights for levels of management, with the aim of strategic alignment.</p> <p>Example: various levels of management need not customize their reports to communicate status to the reporting line. Data maintenance at ground level will ensure all levels of management are aware of the same status with actionable items.</p>
<p>Maturity in service is through a series of continuous improvements.</p>	<p>Digital innovations drive service maturity.</p>	<p>Agile oriented mindset for faster adaption to changes and improving customer experience</p> <p>Example: Project and Portfolio reports, dashboards, and templates that can be personalized on the go to suit individual portfolio manager's preference</p>	<p>Agile oriented mindset for real time adaptation to changes and providing the best customer experience.</p> <p>Example: Project and Portfolio reports, dashboards, and templates that can be personalized by Cognitive PMO on the go to suit individual portfolio manager's preference.</p>



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Nirav has 21+ years of experience in helping clients across the energy and utilities sector. He is highly skilled at running complex, enterprise-wide transformation programs anchored in technology. His experience involves analysing, recommending, and implementing technical and non-technical solutions, establishing global service lines, developing business cases, senior stakeholder management and leading global migration programs.



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