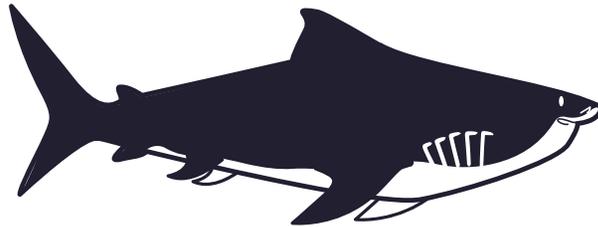


sharktower  
A bite-sized ebook

# AI and Project Management

Your top  
5 questions,  
answered.





# Introduction

At Sharktower, we talk to senior project professionals every day. Our prospects and clients are experienced change leaders, so before they sign up for any project management software, we expect some challenging questions.

In this bite-sized ebook we've compiled answers to the top five questions people ask us about AI and Project Management. If you're thinking of introducing AI software for your projects, we think you'll find it useful food for thought.

## **QUESTION ONE:**

How can AI help  
remove human bias?

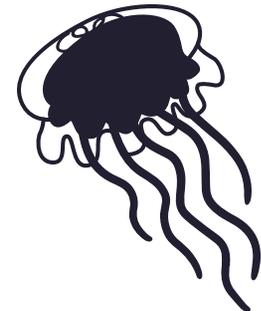
Every project involves people with different roles, motivations and incentives, from the business owner to the Project Manager, internal team members to external suppliers. And because everyone tends to view things differently, human bias - such as confirmation bias, reality denial and experience bias - often becomes a problem. Furthermore, whoever is leading the project will be employing subjective judgement in order to interpret project data and recommended actions to ensure delivery is on time, on budget and on scope.

AI can help remove human bias by applying machine learning to assess project performance; using predictive analytics to assess the probability (and estimated extent) of slippage; and employing natural language processing to understand team sentiment.

So rather than replacing people (which isn't the aim), AI becomes an additional and unbiased member of the team, giving project leaders the accurate information they need to make decisions.

**“Projects fail because people’s egos come before the desire to get the project completed.”**

*Tatyana Duffie,  
IT & Business Change Project Manager*



**“AI does not suffer from optimism bias; it makes meaning of data faster and at a far greater scale than humans working with traditional project management software tools.”**

*David Porter,  
Endeavour Programme, Managing Director*



## **QUESTION TWO:**

How can AI help project managers make the right decisions at the right time?

At the most basic level, techniques such as automation of workflows and data gathering remove manual, time consuming tasks and allow project managers to access data faster and make decisions more quickly.

Then it's about making the right decisions, which becomes more complex and involves advanced techniques such as Monte Carlo simulations and predictive models.

These can be applied to simulate complex scenarios to, which show what's going to happen based on a specific set of factors across the whole project supply chain and dependency network.

**“20-30% of project management costs can be attributed to manual reporting and inefficient decision-making.”**





**“AI will automate and simplify the decision making based on predefined or self-learning rules, however, it will shift the work to the rule creation and analysis area.”**

*Brad Myers,  
Programme Manager, Smart DCC*

## QUESTION THREE:

How difficult are AI tools to implement and what are the dangers?

In its simplest form, bot technology is easy to implement – it's widely available and becoming more and more popular. Typically, bots perform tasks that are both simple and structurally repetitive, at a much higher rate than would be possible for a human alone. It's not making any decisions. It's just saying, 'I've seen you do this thing 10 times before, should I do it for you next time?'

The potential pitfalls of AI can occur when you start to automate big, complex decision-making processes, work allocation or performance

management. AI can only learn from the information it is given, so if context is missing, the wrong conclusions and decisions can be derived. For years to come, we'll need human intervention to make sure decisions are right and to interpret what the models are showing us.



**“Machine learning-based tools can take on some of the routine tasks that people perform, but projects will always need key people in key positions.”**

*Christina Gritzapi,  
Eurobank, Head of Groupe Web Sites, PMO  
& Creative Hub*

**“Project management tools with AI capabilities should be able to automatically capture project information, provide relevant insights from historical project data, and provide decision modelling capabilities.”**

*Lindsay Scott,  
PMO LEARNING LTD, Director*



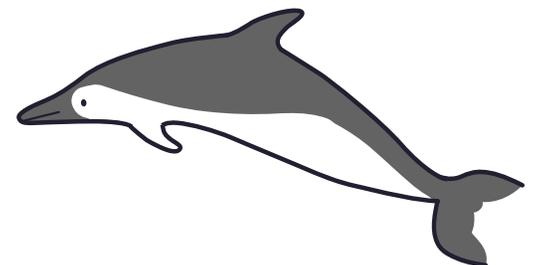
## QUESTION FOUR

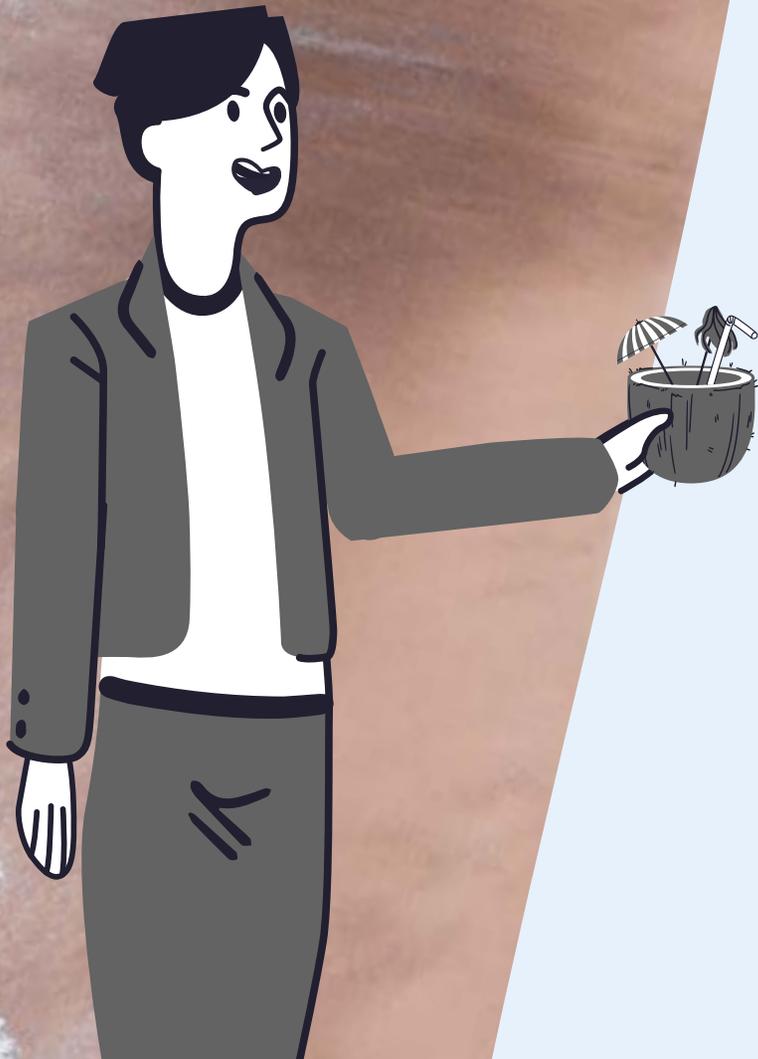
Does AI-driven project management software rely on considerable data collection?

For predictive analytics or machine learning models to be absolute, intensive data collection and cleansing is required. This can be challenging, especially when historical project data is often unstructured, sporadic, and poor quality. However, this shouldn't prevent you from using AI technologies. Models should be used as indicators, not absolute answers, and will highlight areas for investigation that might not have been seen.

**“Even if you had the best machine learning models in the world, if you put all your bad project data into it, you’re going to get the wrong answer.”**

*Craig Mackay, CEO of Sharktower*





**“If you could start a project knowing where the risks and problems are likely to arise, that would be phenomenal.”**

*Susie Palmer,  
University of Northampton Students Union, CEO*

## QUESTION FIVE:

Will project schedules and risks predicted during the pandemic be the same post-pandemic?

There are a lot of things we can't predict accurately in the world at the moment. But by using AI and ML models, you can quickly learn how well you're estimating projects and how your completion rates are changing. And then you can rapidly respond to those changes.

A useful aspect of AI, particularly for remote teams, is applying Natural Language Processing to analyse team comments and updates in order to measure team sentiment. When teams

become disengaged, that's probably the biggest risk to any project. That's when performance drops and slippages can occur, so being able to pre-empt those problems can mean the difference between project success or failure.



**“It is no longer just one person trying to understand everything. Hundreds of people may be on a project team, all with eyes and ears open and contributing to the good of the project.”**

*Peter Taylor,  
The Lazy Project Manager Ltd*

# Got a question about AI and Project Management?

Ask us on live chat [here](#)



# sharktower

Like a shark tower at the beach is used to spot danger on the horizon, Sharktower's AI-driven software identifies issues and risks in project delivery.

The intelligent project management software gives businesses clarity, transparency and control in one place, and means work can be planned, managed and tracked visually in real-time, and viewed across the whole business.

Under the surface, Sharktower's machine learning models analyse data to highlight potential problems before they happen, showing health, slippage and team sentiment in a truly objective way.

**Change is complex. How you deliver it doesn't have to be.**

To learn more about Sharktower AI-driven project management, visit [sharktower.com](https://sharktower.com)

