

MIT Report: 95% of GenAI Pilots Are Failing. How to Manage AI Projects with PMI-CPMAI Framework That Deliver Business Value.

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	Dr. Panos Chatzipanos, Ph.D., M.Phil., D.WRE., Dr. Eur Ing. President of ECONTECH SA, President of PMI Greece Chapter (2014-2020) and President of ASCE Hellenic Section, President of Green Athens Dr. Panos Chatzipanos is a resourceful and diverse revenue producer with considerable engineering knowledge, large construction experience and substantial managerial competencies that span more than 35 years in the construction industry, over 15 at the executive level. As a senior consultant at the World Bank and at the European Commission, he currently provides his expertise on transformational change, on strategic portfolio management and on the management of large infrastructure projects, globally. He is a principal of PMO Advisory, Inc., New Jersey, USA. He is the Editor and Co-author of a book published by PMI in 2017 on the Implementation of Portfolio Management and the Co-author of 5 PMI Standards (2014-2019). Founding member of the American Academy of Water Resources Engineers, a D.WRE, and a Fellow of ASCE. President of PMI Greece-Chapter and President of the American Society of Civil Engineers (ASCE), Hellenic Section.

Artificial intelligence is rapidly becoming embedded in project-based work, yet its managerial impact extends far beyond adopting new digital tools. AI changes how decisions are made, how information is produced and validated, how stakeholders interact, how risks emerge, and how organizations distribute responsibility. Consequently, AI-enabled projects should be understood not only as technical initiatives but as complex socio-technical systems in which technology, data, people, organizational structures, governance mechanisms and external stakeholders continuously influence one another.

This Professional Panel proposes a systemic perspective on project management in the AI era. It will examine how systems thinking can help project, program and portfolio professionals avoid local optimization and address interdependencies, feedback loops, unintended consequences and competing stakeholder objectives. The discussion will organize the challenge around five interacting dimensions: (1) strategy and value realization, (2) technology and data, (3) people and stakeholder dynamics, (4) governance, ethics and risk, and (5) organizational learning and feedback. Particular attention will be given to stakeholder identification and engagement, human–AI decision boundaries, accountability, transparency, trust, data quality, risk escalation, benefit realization and the adaptation of governance throughout the project life cycle.

The panel will connect established systems thinking and stakeholder concepts with contemporary professional guidance for responsible AI, including ISO/IEC 42001 and the Project Management Institute’s 2026 Standard for Artificial Intelligence in Portfolio, Program, and Project Management. Rather than positioning AI as a substitute for professional judgment, the proposed approach treats AI as an influential component within a wider organizational system that must be designed, governed and continuously reviewed.

The expected outcome is a practical systemic framework and a set of diagnostic questions that practitioners can use to initiate, govern, and evaluate AI-related projects. The panel aims to bridge systems theory and professional practice and show that successful AI transformation depends not only on technical capability, but also on stakeholder alignment, governance quality, adaptive learning, and sustained value creation.