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لإدارة المشاريع

DUBAI INTERNATIONAL  
PROJECT MANAGEMENT FORUM

5<sup>th</sup> EDITION

الدورة الخامسة

8 - 11 ديسمبر 2018 • مدينة جميرا • دبي

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## PARALLEL SESSION STREAM

Building Nations and Expanding Boundaries  
through Augmented Intelligence:  
Project by Project

Murat Bıcak  
Senior Vice President  
Project Management  
Institute

[www.dipmf.ae](http://www.dipmf.ae)

# BUILDING NATIONS





1

AI is a multiplier for increasing human's creativity. We should use it to solve the wicked problems of the earth.



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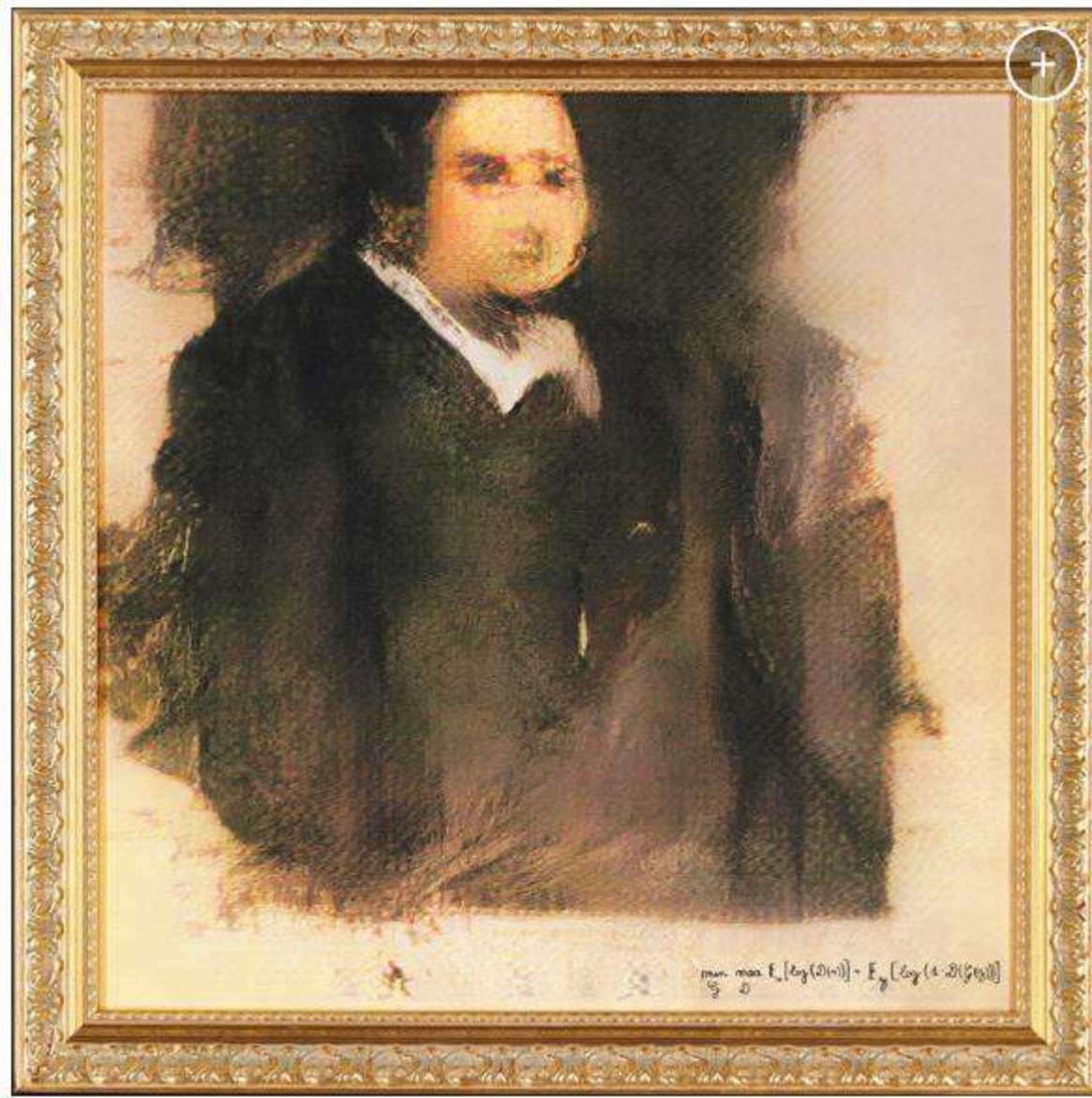


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source: [www.christies.com](http://www.christies.com)



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$$\min_G \max_D \mathbb{E}_x [\log(D(x))] + \mathbb{E}_z [\log(1 - D(G(z)))]$$

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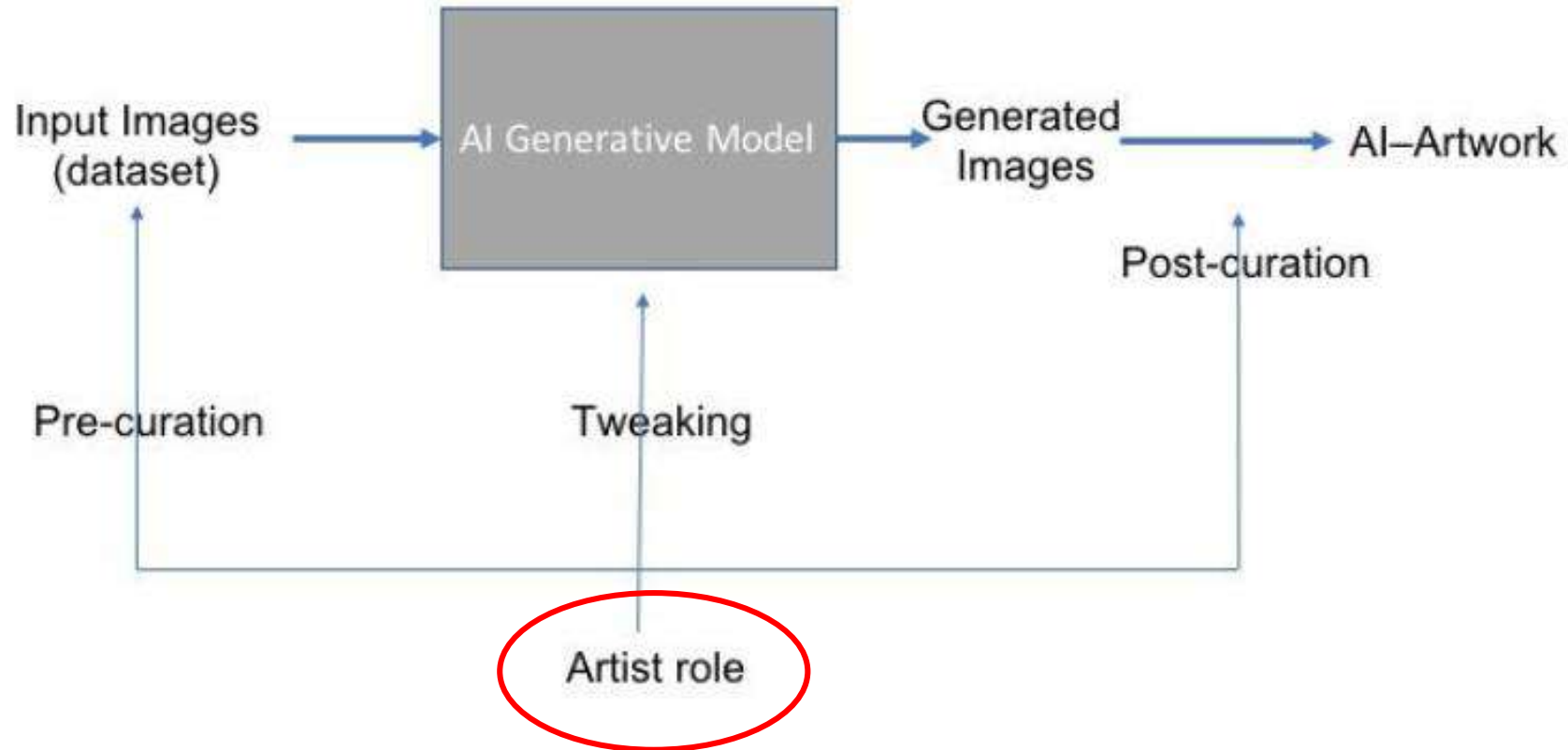


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source: AI Art Creative Process. Courtesy of Ahmed Elgammal.



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## AI Art

75% of the time  
human subjects thought  
AI art  
was made by a human artist.

## Human Art

Only 48% of the time  
human subjects thought  
human art  
was made by a human.

source: Ahmed Elgammal.



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Today, machines autonomously create artwork that we can hardly differentiate from work created by human artists.

Does that make machines creative?

Who is the creative agent in the process?



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source: PwC, WEF



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AI must be built responsibly and be used to benefit the larger society.



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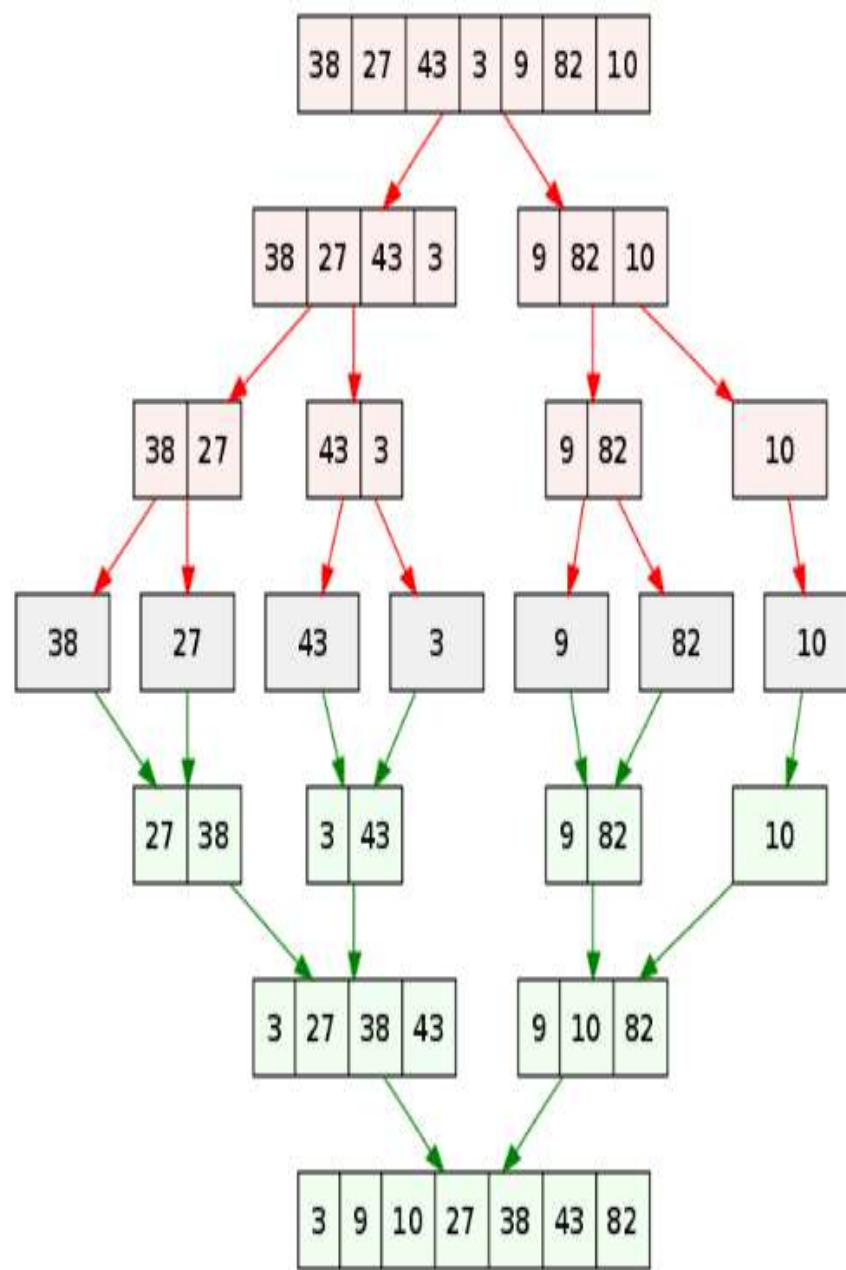


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*“There is nothing artificial about AI. It’s inspired by people, it’s created by people, and most importantly it impacts people. It’s a powerful tool we are just beginning to understand. And that is a profound responsibility”*

*Fei Fei Li, Chief Scientist Google Cloud  
Stanford University*



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*“A.I. is not negative or positive. It’s in between. The future is not going to be a black or white. As with every technology on Earth, it really depends on how we use it and how we implement it.”*

His Excellency  
Omar bin Sultan Al Olama



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3

The future of work will be delivered by augmented teams; human machine partnerships will be central to success.



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CAN ADVANCE  
YOUR  
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Artificial Intelligence — Opportunities Ahead

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PODCAST | With Guest Dr. Michael Chui | 28 October 2017

Projectified with PMI | 28 min. | Transcript

Artificial Intelligence — Opportunities Ahead (w/Dr. Michael Chui)


In this conversation, Chui summarizes vital research on the impact that AI will hav...

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**Artificial Intelligence — Opportunities Ahead (w/Dr. Michael Chui)**

In this conversation, Chui summarizes vital research on the impact that AI will have on industries and particular jobs. Project managers will hear how to prepare and thrive in this fast-emerging, exciting and uncertain landscape.



Dr. Michael Chui  
Partner, McKinsey Global Institute



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# STITCH FIX

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Try the personal styling service for everyone! No matter your age, size or budget we've got styles for you.

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source: Stitch Fix



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Founded in 2011  
HQ in San Francisco



85+ data scientists  
3,700+ employee stylists



Culture of teamwork,  
creativity, data and diversity

Transforming the way  
people find what they love



2.7M active clients<sup>1</sup>



LTM Revenue<sup>2</sup>: \$1.2B  
LTM Adj. EBITDA<sup>3</sup>: \$45M



\$287M cash balance<sup>4</sup>

source: Stitch Fix



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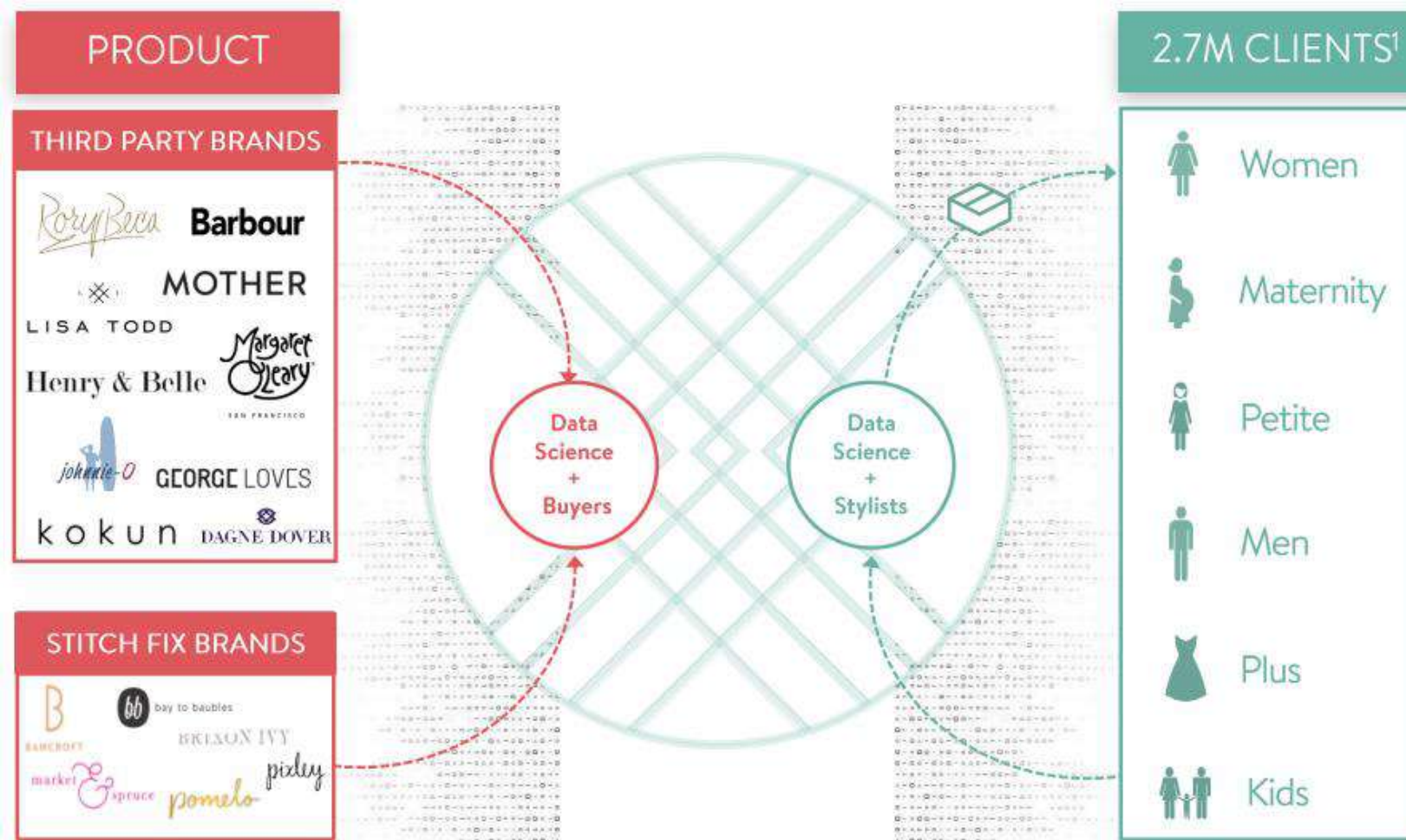
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source: Stitch Fix



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## CLIENT DATA



## MERCHANDISE DATA



## FEEDBACK DATA



DATA THAT MATTERS

source: Stitch Fix



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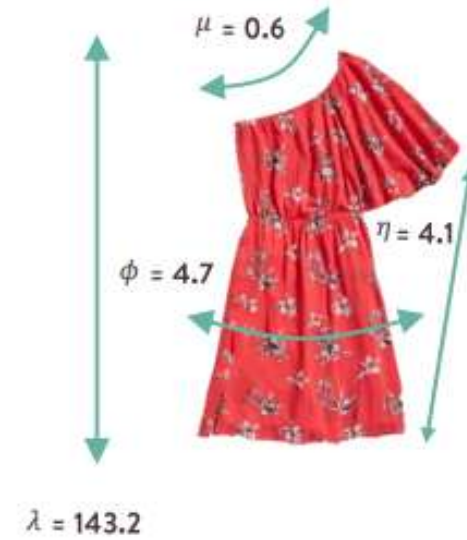
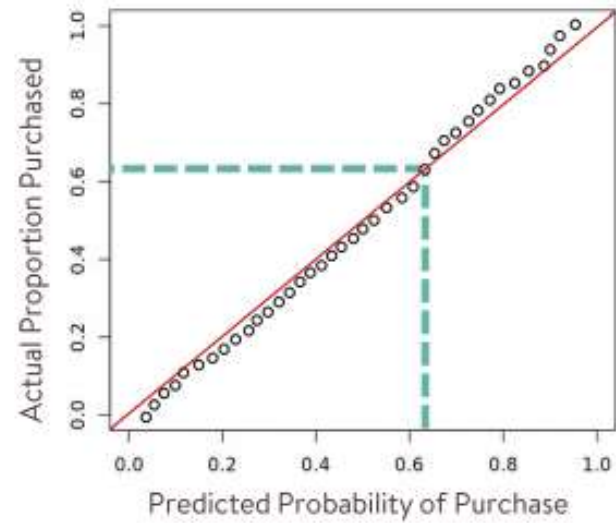
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63% MATCH SCORE<sup>1</sup>



source: Stitch Fix



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**“Look at AI as a teammate that can do heavy things: heavy data analysis, heavy repetition of repetitive tasks...This allows people to focus on things like creative problem-solving and bouncing around ideas”**

James Wilson, Author of  
Human + Machine: Reimagining Work in The Age of AI



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# The Jobs Landscape in 2022

**Emerging roles,  
global change  
by 2022**

**133  
Million**

**Declining roles,  
global change  
by 2022**

**75  
Million**

## Top 10 Emerging

1. Data Analysts and Scientists
2. AI and Machine Learning Specialists
3. General and Operations Managers
4. Software and Applications Developers and Analysts
5. Sales and Marketing Professionals
6. Big Data Specialists
7. Digital Transformation Specialists
8. New Technology Specialists
9. Organizational Development Specialists
10. Information Technology Services

## Top 10 Declining

1. Data Entry Clerks
2. Accounting Bookkeeping and Payroll Clerks
3. Administrative and Executive Secretaries
4. Assembly and Factory Workers
5. Client Information and Customer Service Workers
6. Business Services and Administration Managers
7. Accountants and Auditors
8. Material-Recording and Stock-Keeping Clerks
9. General and Operations Managers
10. Postal Service Clerks





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Jobs will become an antiquated concept. Talent will increasingly work on projects and focus on delivering outcomes.



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negotiating  
targets

STORY  
BRIGHTLINE INITIATIVE  
NEW YORK  
10/25/2018  
@WORK



*“ Project oriented companies are more adaptable than companies that focus on purely a job description. ”*

**Roger L. Martin**

Strategy Advisor, Professor and Former Dean  
Rotman School of Management



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# The New Organization Model

Organization Structure:	→	Hierarchical business functions	→	Projects, squads, teams, services
Teams and Projects:	→	Teams formed slowly over time	→	Teams assemble and disband quickly
Jobs and Roles:	→	Job descriptions, job levels, job titles	→	Assignments, tasks, expert roles
Managers:	→	Managers “own” teams and people careers	→	Managers manage projects and “sponsor” people
Careers:	→	Jobs are “owned” by the manager and not shared	→	Jobs open in transparent marketplace
Flexibility and Space:	→	People “assigned” jobs by management	→	People sought out based on skills, work on multiple projects
Rewards:	→	People rewarded by level, tenure, experience	→	People rewarded by outcomes, reputation, sponsorship
Culture:	→	Inclusion, sustainability, diversity	→	Citizenship, collective thinking, shared values

source: Deloitte Consulting

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## Reimagine Work

- Assess tasks — not jobs. Allocate work to machines and people, balancing the need for automation and augmentation.
- Create new job roles. Free people from function roles and build agile, project-based teams.
- Map skills to new roles. Assess internal capabilities required for new roles. Then match to existing skills or source new talent.



## Pivot the Workforce

- Pivot the workforce to new business models. Orientate teams to support new customer experiences.
- Recognize the business case. Use automation to fuel growth by reinvesting savings in the future workforce.
- Organize for agility. Create flexible processes; manage the workforce to support both the core business and the new.
- Foster a new leadership DNA. Cultivate leaders at all levels to help pivot the workforce to new growth models.



## Scale up New Skilling

- Prioritize skills for development. Strike the balance between technical, judgment, and social skills.
- Target 'new skilling.' Cater to different levels of skills and willingness to learn.
- Go digital. Use VR, AR and AI to accelerate the speed and scale of effective training.

source: Accenture



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Investing in Un-learning and Re-learning will be critical.



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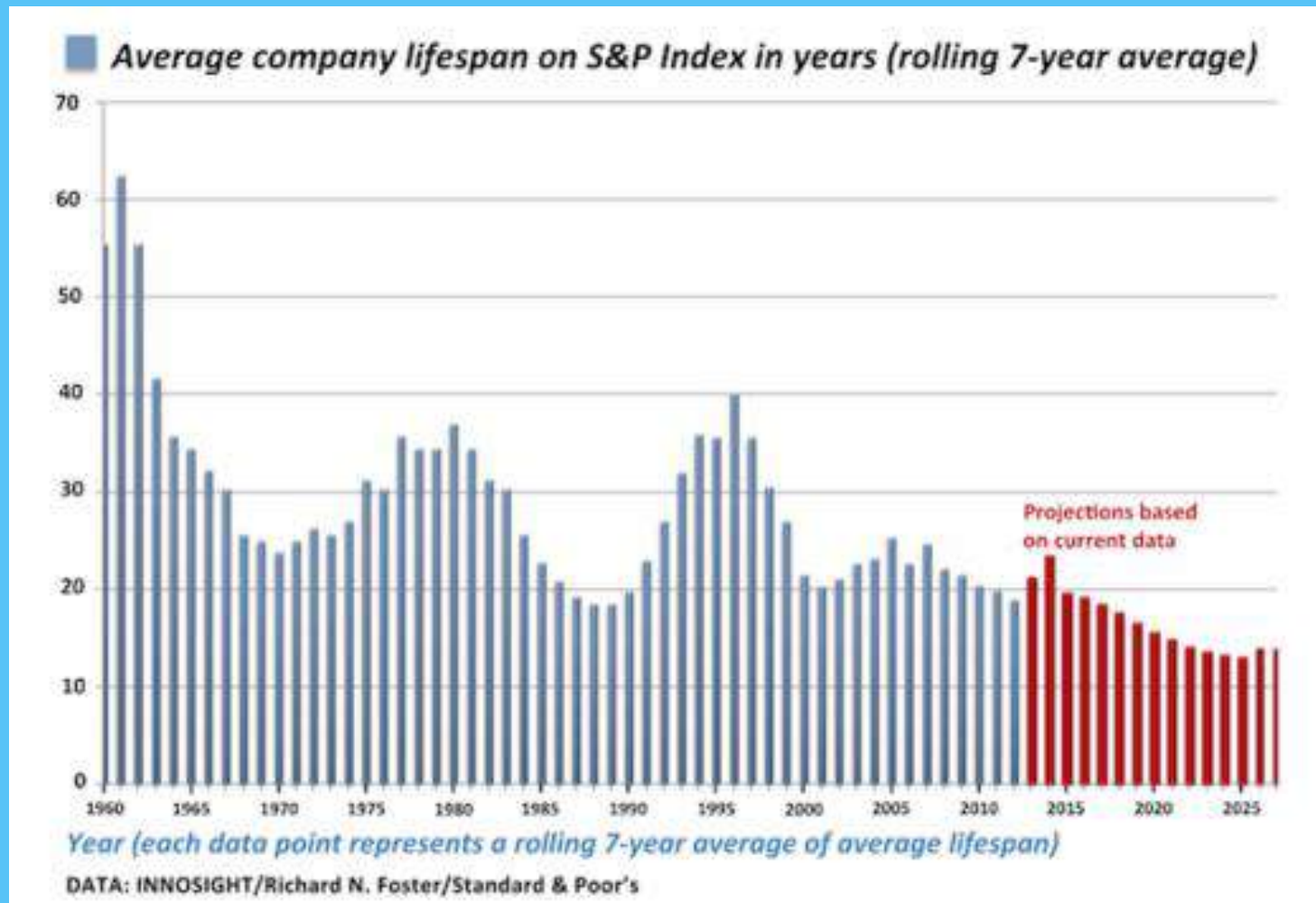
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**At the current churn rate 75% of S&P will be replaced by 2027**

source: Innosight



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## Businesses recognize that value creation lies at the intersection of humans and intelligent machines



of business leaders expect the share of roles requiring collaboration with AI to increase in the next three years.

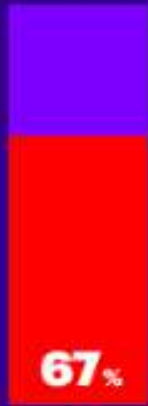


say that human-machine collaboration is important to achieving their strategic priorities.

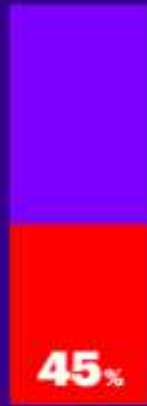


say that traditional job descriptions have become obsolete.

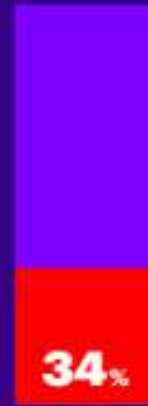
## Workers are impatient to work with AI



It will be important to learn new skills to work with AI in the next 3-5 years.



AI will help me do my job more efficiently.



I am very confident in my skills to work with AI.

## Their employers underestimate their willingness



of executives say they intend to increase investment in training and reskilling programs significantly in the next three years.

source: Accenture



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# Top 6 Digital-Age Skills for Project Delivery

1



**Data  
Science  
Skills**

2



**Innovative  
Mindset**

3



**Security  
and Privacy  
Knowledge**

4



**Legal and  
Regulatory  
Compliance  
Knowledge**

5



**Ability to Make  
Data-Driven  
Decisions**

6



**Collaborative  
Leadership  
Skills**

*PMI Pulse in Depth: The Project Manager of the World*



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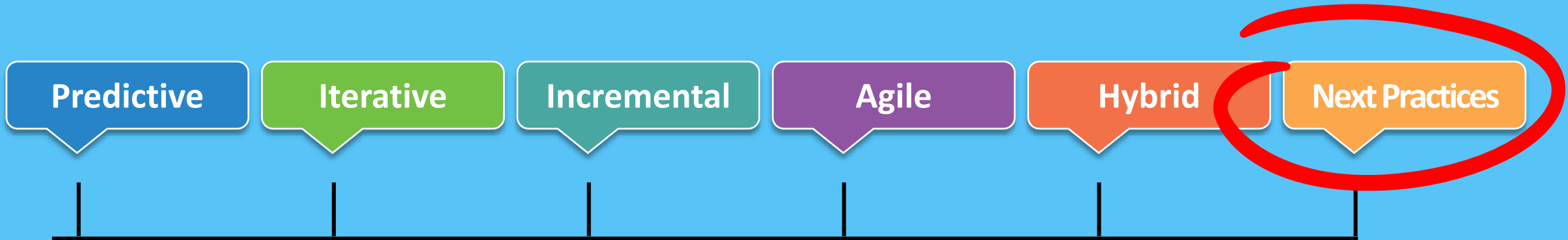
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# The Value Delivery Landscape



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# Summary Takeaways

1. AI is a multiplier for increasing human's creativity.
2. AI must be built responsibly and be used to benefit the larger society.
3. The future of work will be delivered by augmented teams; human machine partnerships will be central to success.
4. Jobs will become an antiquated concept. Talent will increasingly work on projects and focus on delivering outcomes.
5. Investing in Un-learning and Re-learning will be critical.



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# Empowering people to make ideas a reality.

## Thank You!



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