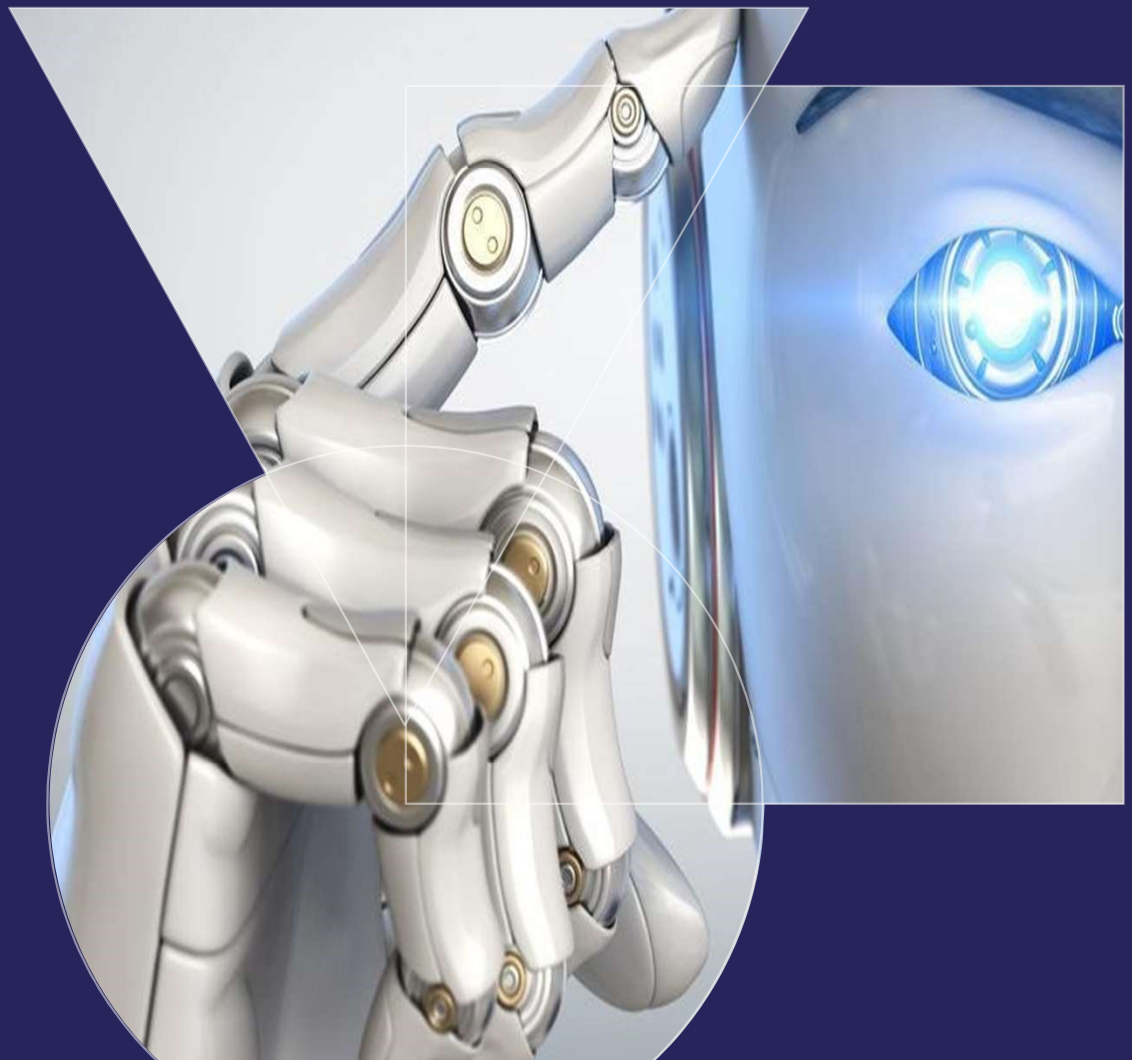


AI IS COMING!
AI IS COMING!

Don’t fear the change, champion it!

OCTOBER 14, 2019

Rich Weller
MBA, PMP, Agile Certified,
Project Certified

WHAT THIS PRESENTATION *IS*

1. What is AI
2. What is Intelligent Automation
3. A Proven Transformation Approach
4. Industry Stats
5. 10 Key Lessons of Change Management
6. Your Next Steps

WHAT IS AI – ARTIFICIAL INTELLIGENCE

Wikipedia

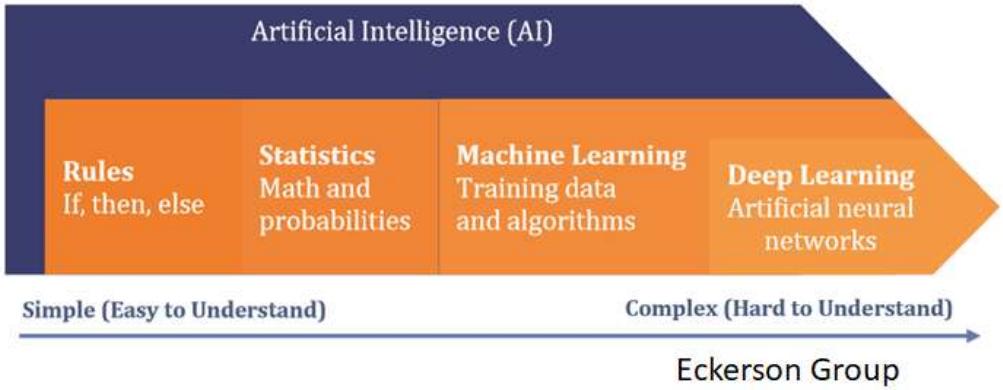
Used to describe machines (or computers) that mimic "cognitive" functions that humans associate with the human mind, such as **"learning"** and **"problem solving"**

ElementsOfAI.com

No officially agreed definition

AI IS NOT ONE THING!

Figure 2. Evolution of AI: From Rules to Artificial Neural Networks

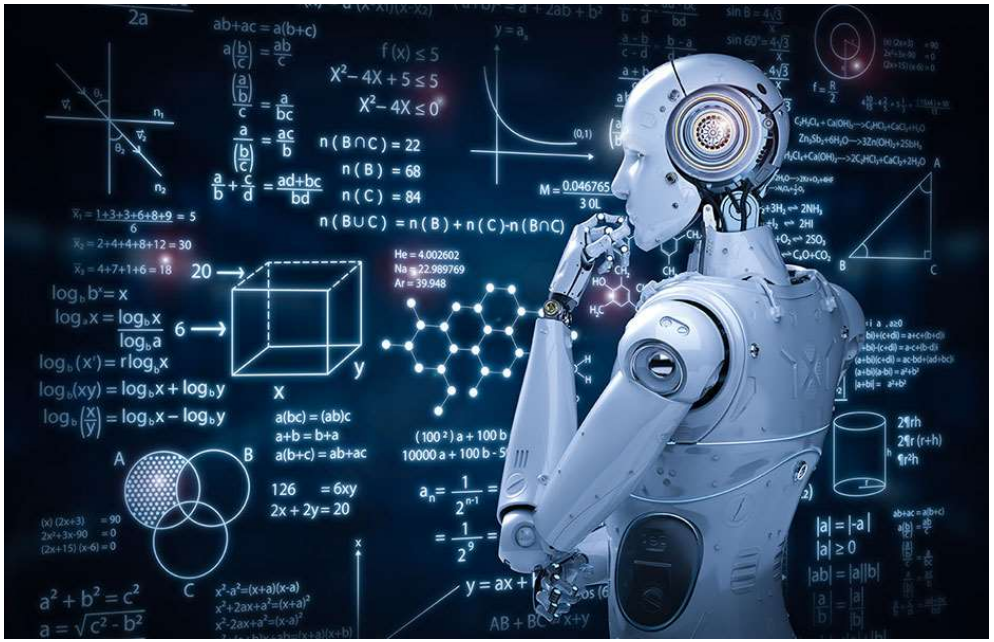


INTELLIGENT AUTOMATION OPTIONS

Mi-GSO | PCU3ED

RPA – Robotic Process Automation	Enterprise Project Management	Dashboard	ML - Machine Learning	AI – Artificial Intelligence

What Is Intelligent Automation



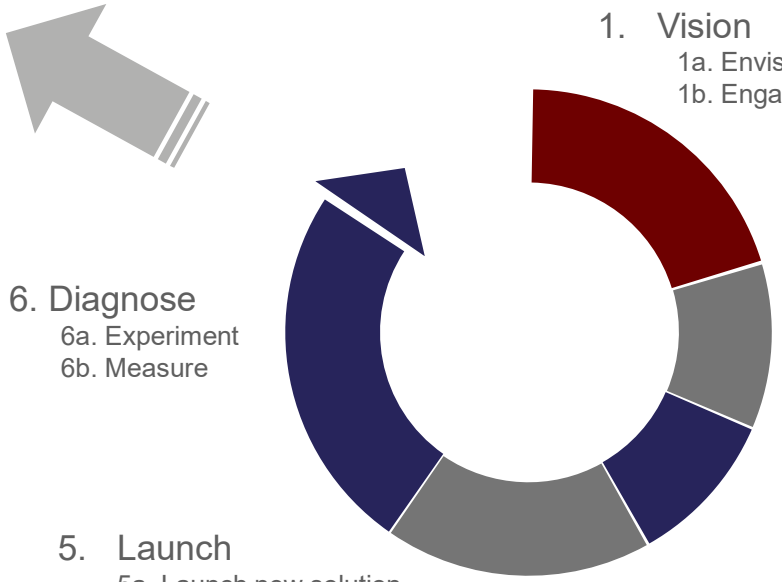
"Intelligent Automation is about leveraging technology to make improvements in processes and decision making."

~Rich Weller

MI-GSO|PCU3ED Intelligent Automation Approach

Scaled Agile Stage

Design Thinking Stage



1. Vision
   - 1a. Envision the future
   - 1b. Engage with others
2. Identify and Select
   - 2a. Identify problems & opportunities
   - 2b. Select “best” project
3. Document
   - 3a. Current processes
   - 3b. Current technology
4. Create
   - 4a. Conduct internal team workshop
   - 4b. Select suitable technology solution
   - 4c. Create Minimal Viable Product
5. Launch
   - 5a. Launch new solution
6. Diagnose
   - 6a. Experiment
   - 6b. Measure

Lean Start-Up Stage

Intelligent Automation Options

RPA – Robotic Process Automation	Enterprise Project Management	Dashboard	ML - Machine Learning	AI – Artificial Intelligence

Intelligent Automation Options

RPA – Robotic Process Automation	Enterprise Project Management	Dashboard	ML - Machine Learning	AI – Artificial Intelligence
	- Project Online - Planisware - JIRA - CA Agile - Planview			

Intelligent Automation Options

RPA – Robotic Process Automation

- RPA is an application of technology, governed by business logic and structured inputs, aimed at automating business processes.
- RPA is the technology that allows anyone today to configure computer software, or a “robot” to emulate and integrate the actions of a human interacting within digital systems to execute a business process.
- RPA is an emerging form of business process automation technology based on the notion of metaphorical software robots or artificial intelligence (AI) workers.

Intelligent Automation Options

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Intelligent Automation Options

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"RPA is leveraging **Technology** to **Automate** a **Process**."
~Rich Weller

Intelligent Automation Options

RPA – Robotic Process Automation

What is the total?

```
  123
  242
  698
+ 216
------------
?????
```

"RPA is leveraging Technology to Automate a Process."
~Rich Weller

Intelligent Automation Options

RPA – Robotic Process Automation	
Formula	
- Excel - Project	

"RPA is leveraging Technology to Automate a Process."
~Rich Weller

IFTTT – If This Then That

A world that works for you

IFTTT is the free way to get all your apps and devices talking to each other. Not everything on the internet plays nice, so we're on a mission to build a more connected world.

Enter your email

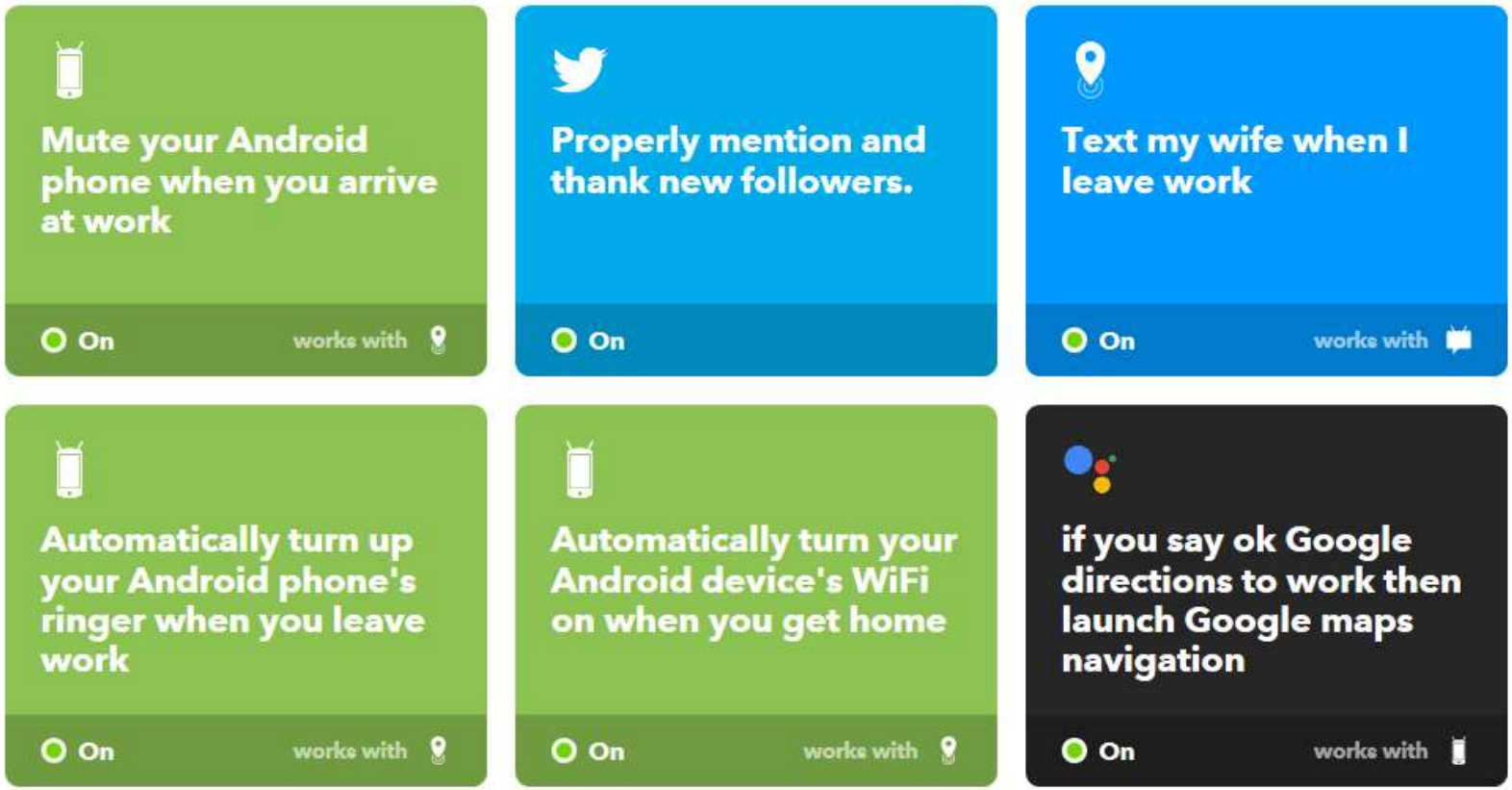
Get started

or

Continue with Google

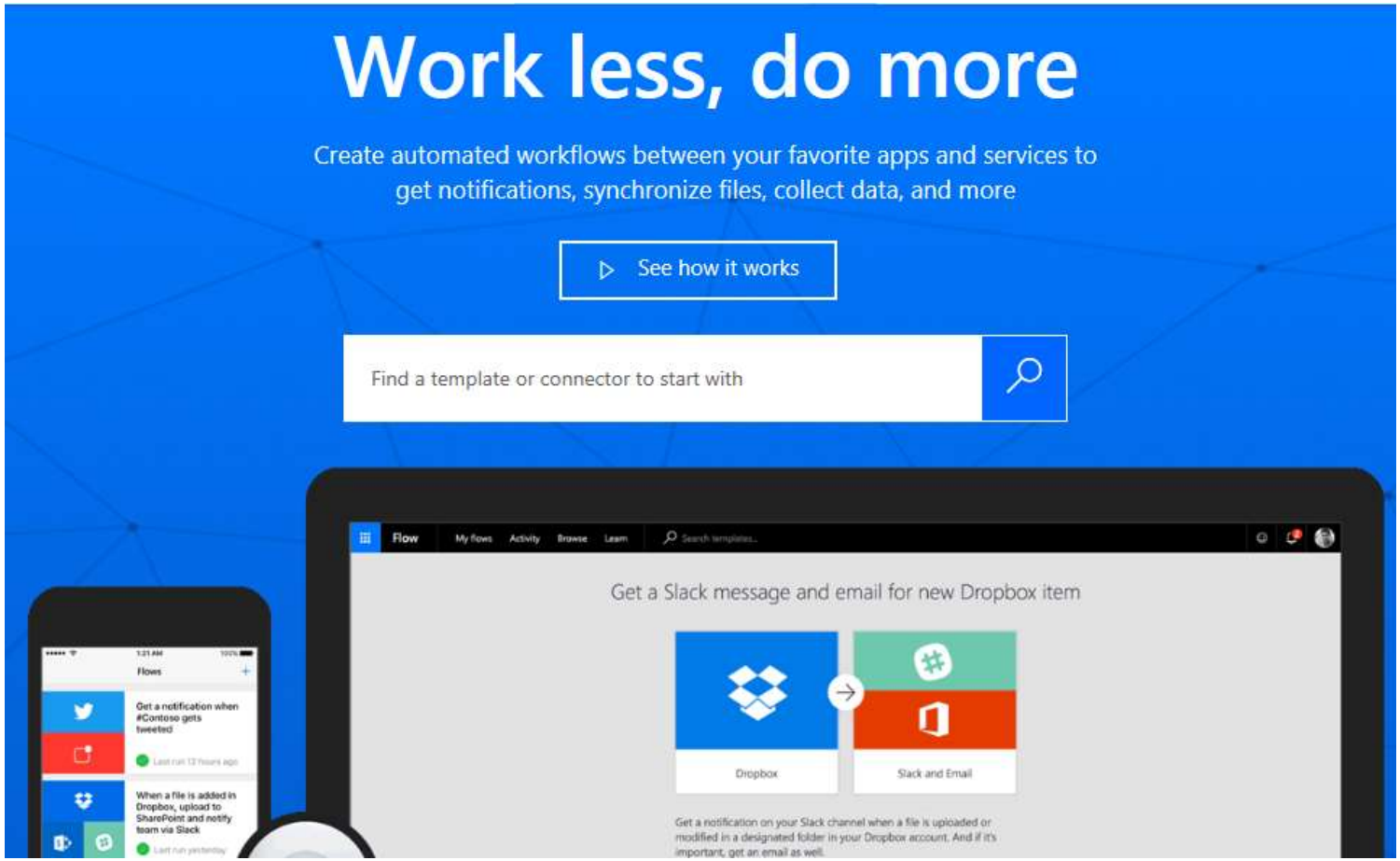
Continue with Facebook

IFTTT – If This Then That



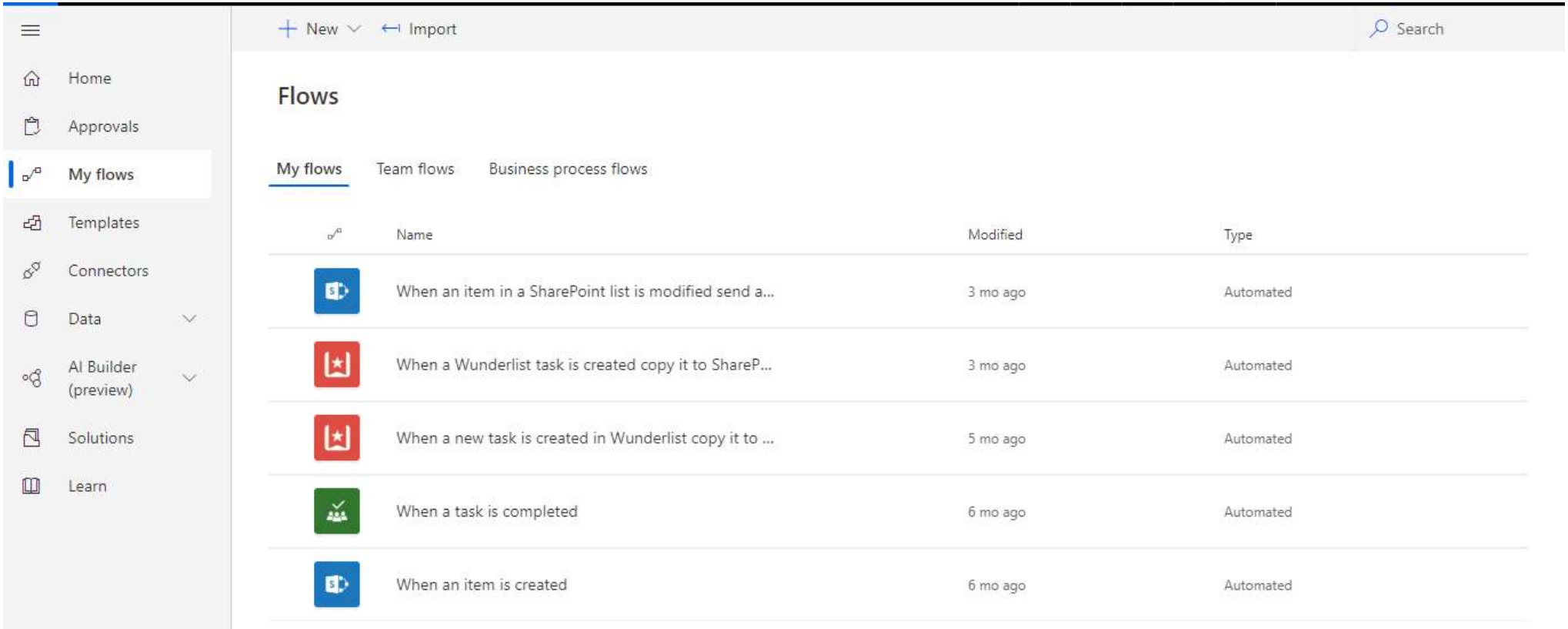
Just a few of my "Applets"

Microsoft Flow



MICROSOFT FLOW

Just a few of my "Flows"



UPDATE MS PROJECT TASKS VIA A SMART PHONE

https://youtu.be/iAvfG_-0hXA

Intelligent Automation Options

RPA – Robotic Process Automation		
Formula	Pivot Table	Workflow
- Excel - Project	- Excel	- IFTTT - Flow - SharePoint - Nintex

"RPA is leveraging Technology to Automate a Process."
~Rich Weller

Assistant Examples

1. What's on my calendar today?
2. Add meeting to calendar
3. Create Tasks in Microsoft Project

Create Tasks in Microsoft Project Using Google Assistant

https://youtu.be/kt-4KsvcZBo

Assistant Examples

1. What's on my calendar today?
2. Add meeting to calendar
3. Add Tasks to Microsoft Project
4. Provide project status

Project Status Update from Project Online via Alexa

https://youtu.be/l4HCe_xklm8

Intelligent Automation Options

RPA – Robotic Process Automation			
Formula	Pivot Table	Workflow	Digital Assistants
- Excel - Project	- Excel	- IFTTT - Flow - SharePoint - Nintex	- Google Assistant - Alexa

"RPA is leveraging Technology to Automate a Process."
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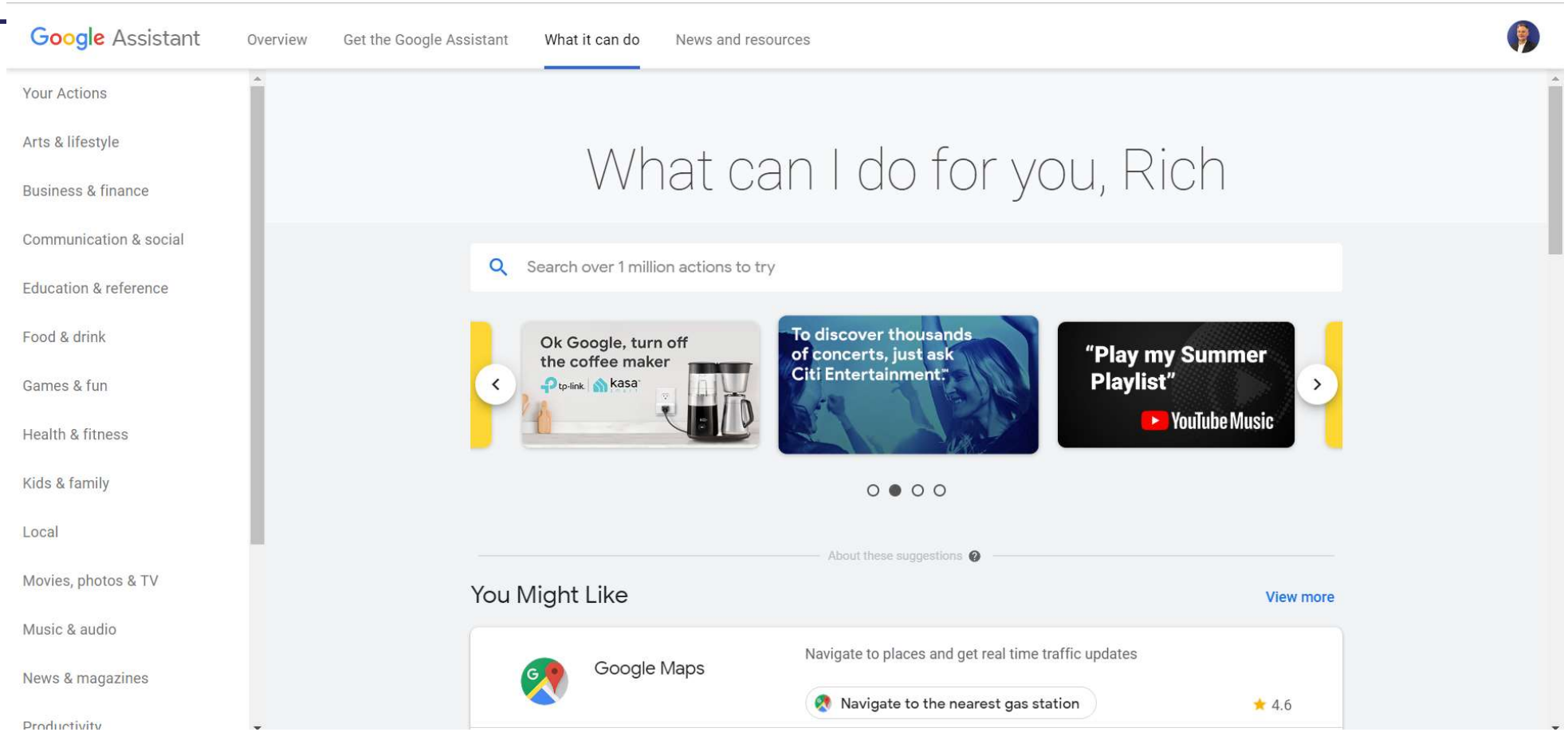
HTTPS://ASSISTANT.GOOGLE.COM/EXPLORE?HL=EN



HEY GOOGLE….

1. Talk to PMP Exam Prep
2. Talk to PMP FAQ
3. Talk to Project Quiz
4. Talk to SAFe FAQ

Intelligent Automation Options

RPA – Robotic Process Automation					
Formula	Pivot Table	Workflow	Digital Assistants	Bots	Data Wrangling
- Excel - Project	- Excel	- IFTTT - Flow - SharePoint - Nintex	- Google Assistant - Alexa	- Google Actions - AtBot	- VBA - Visual Basic - Access - Alteryx

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Intelligent Automation Options

RPA – Robotic Process Automation						
Formula	Pivot Table	Workflow	Digital Assistants	Bots	Data Wrangling	Enterprise RPA
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Intelligent Automation Options

RPA – Robotic Process Automation							Enterprise Project Management	Dashboard
Formula	Pivot Table	Workflow	Digital Assistants	Bots	Data Wrangling	Enterprise RPA		
- Excel - Project	- Excel	- IFTTT - Flow - SharePoint - Nintex	- Google Assistant - Alexa	- Google Actions - AtBot	- VBA - Visual Basic - Access - Alteryx	- UI Path - Automation Anywhere - Blue Prism	- Project Online - Planisware - JIRA - CA Agile - Planview	- Power BI - QlikView - QlikSense - Tableau

Intelligent Automation Options

ML - Machine Learning

Wikipedia:

Machine learning (ML) is the scientific study of algorithms and statistical models that computer systems use in order to perform a specific task effectively without using explicit instructions, **relying on patterns** and **inference** instead.

A subset of artificial intelligence.

Examples:
- Image Recognition
- Speech Recognition
- Email Filtering

Some Software Solutions:
https://www.capterra.com/machine-learning-software/?utf8=%E2%9C%93&sort_options=Highest+Rated

Intelligent Automation Options

Wikipedia:

AI – Artificial Intelligence

In computer science, artificial intelligence (AI), is **intelligence demonstrated by machines**, in contrast to the natural intelligence displayed by humans.

It is often used to describe machines (or computers) that mimic "cognitive" functions that humans associate with the human mind, such as "**learning**" and "**problem solving**".

Examples:
- Google's Search Algorithm
- Google Maps
- Product Recommendations

Other Examples:
https://medium.com/@the_manifest/16-examples-of-artificial-intelligence-ai-in-your-everyday-life-655b2e6a49de

Other Software Solutions:
https://www.capterra.com/artificial-intelligence-software/?utf8=%E2%9C%93&sort_options=Highest+Rated

EVA

Intelligent Automation Options

RPA – Robotic Process Automation							Enterprise Project Management	Dashboard	ML - Machine Learning	AI – Artificial Intelligence
Formula	Pivot Table	Workflow	Digital Assistants	Bots	Data Wrangling	Enterprise RPA				
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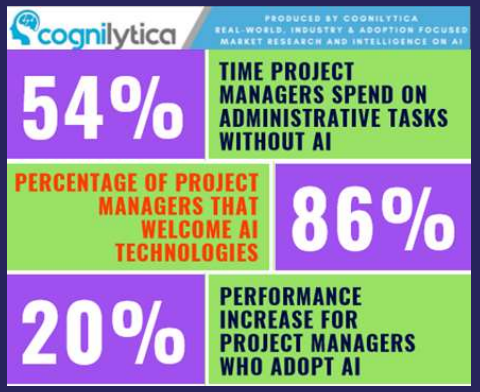
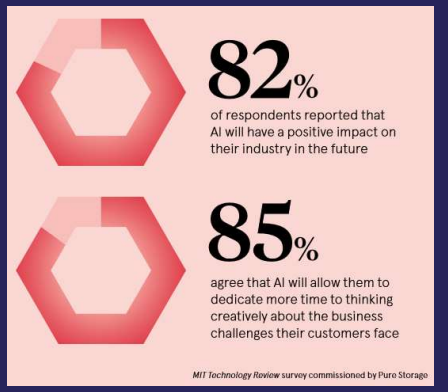
INDUSTRY STATISTICS

81% of project professionals report their organizations are being impacted by AI technologies.

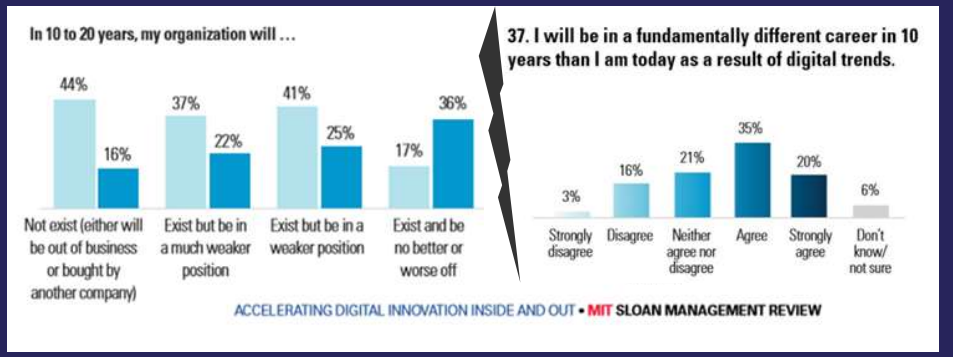
The Project Management Institute





The Project Management Institute

- **BETTER ON-TIME DELIVERY**
  AI Innovators report they delivered 61 percent of their projects on time, versus 47 percent for AI Laggards.
- **SUPERIOR BENEFITS REALIZATION**
  AI Innovators report 69 percent of their projects realized 95 percent or more of their business benefits, compared to 53 percent of projects for AI Laggards.
- **HIGHER ROI**
  AI Innovators report 64 percent of their projects met or exceeded their original ROI estimates, versus 52 percent of projects for AI Laggards.



I SKATE TO
WHERE THE PUCK
IS GOING TO BE,
NOT WHERE IT
HAS BEEN.
Wayne Gretzky

10 Key Lessons of Change Management

How Business Leaders & Employees Perceived Changes Differently

Business leader expects results

- What is the required investment?
- What is the return on this investment?
- When can the change be completed?
- How much improvement will be realized?
- How will this change impact our customers?

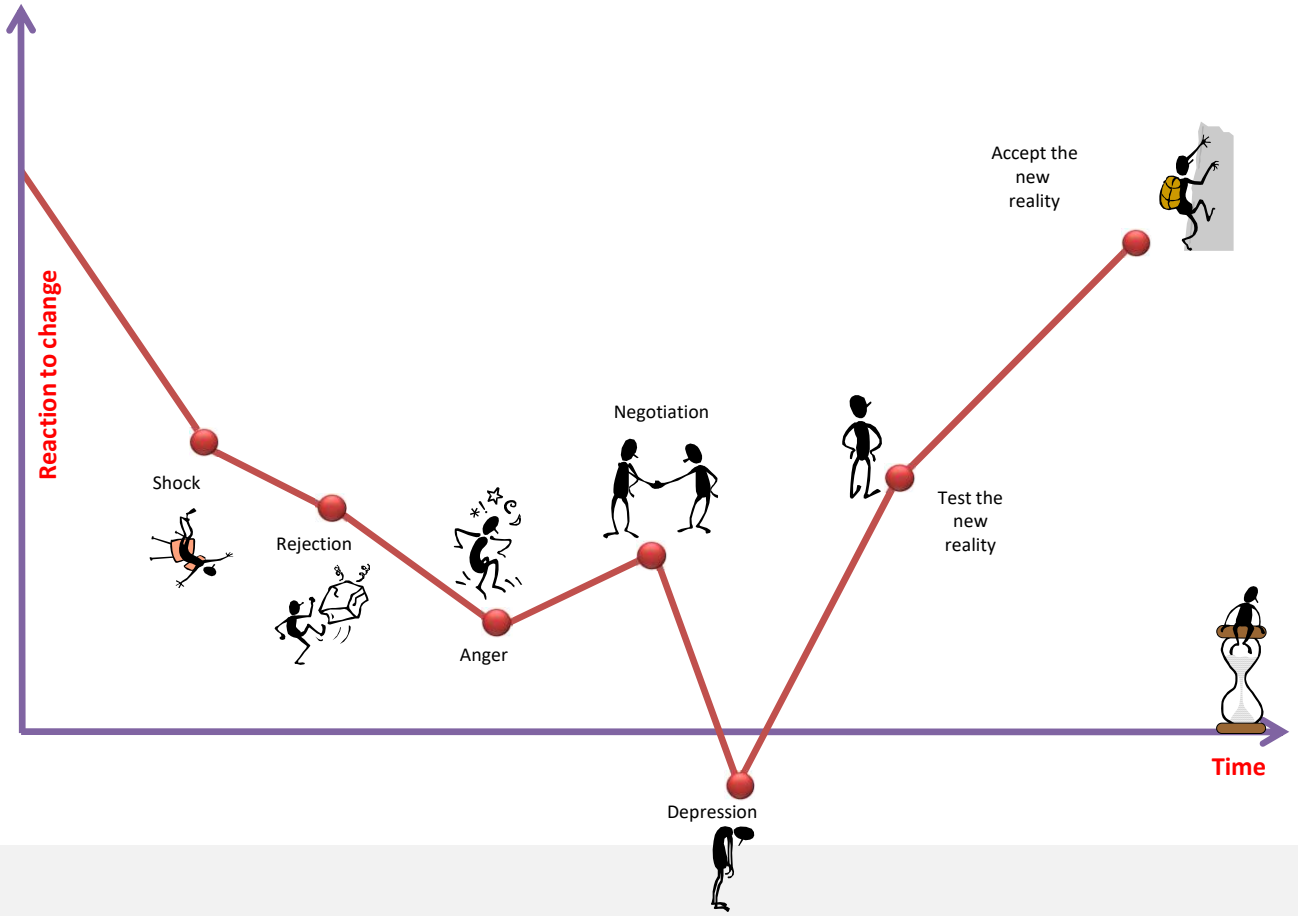
High demand on Project Manager

Employees are threatened

- What will this change mean to me?
- Will I have a job?
- Will workload increase?
- Do I have the needed skills and knowledge to succeed in the new environment?

Typical Change Journey

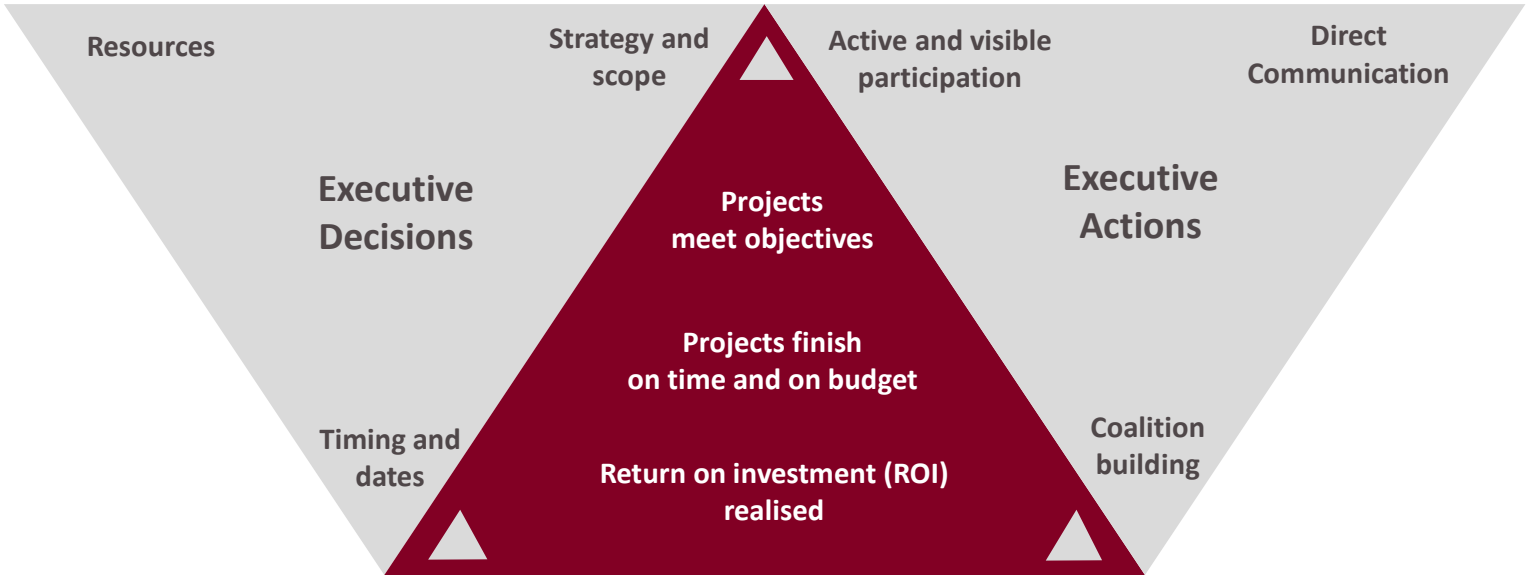
We all react at a different pace & sometimes move back and forth on the journey!



Where does Change Management fit in a Project?

1. Leadership/Sponsorship

Provides a clear path, guidance and governance



2. Project Management

Provides the structure for change

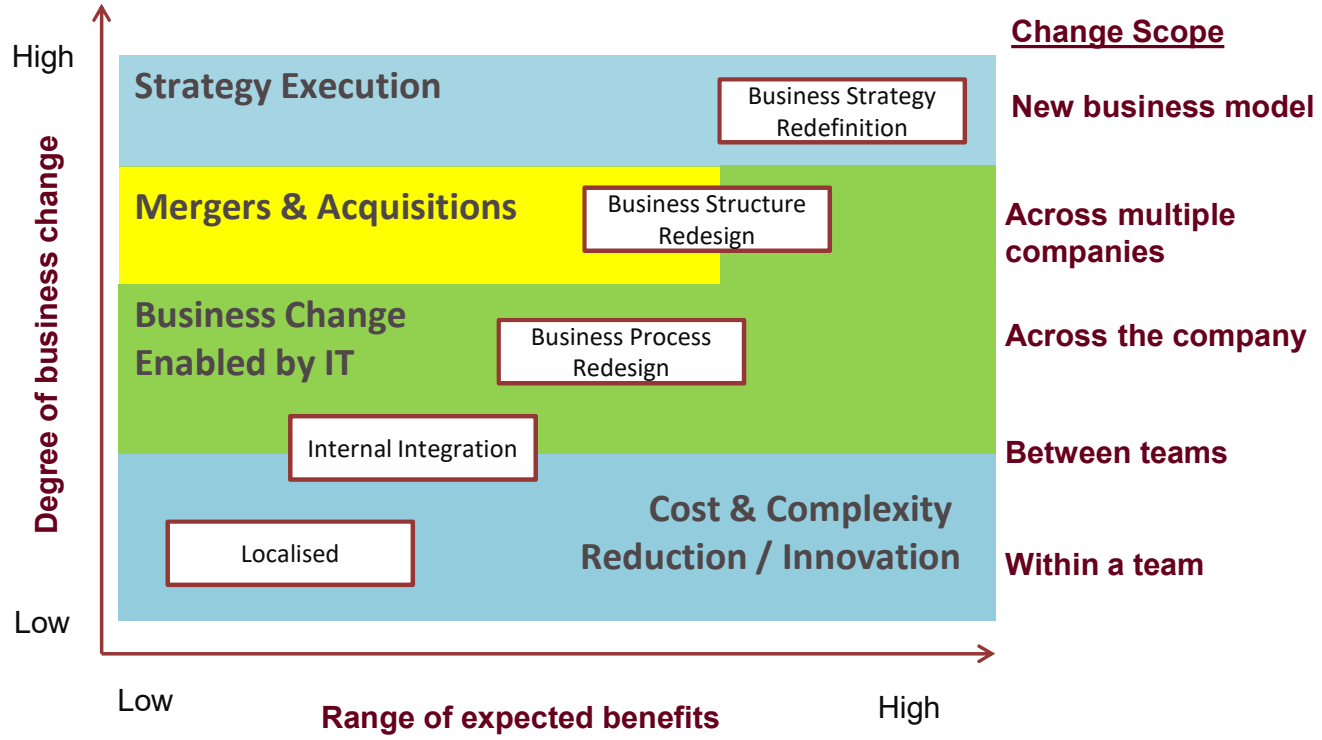
3. Change Management

Enables the "people side" of change

Derived from Prosci © Project Change Triangle

#1 Figure out the Degree of Change

Conduct an impact assessment or change characteristics assessment to understand the degree of change to be supported



From N.Venkatraman, 1994

#2 Decide on the Right Change Management Model

PCU3ED 8E

Change Delivery Model

Pcubed's overarching framework for delivering Change Management, drawing on a wide range of best practice methodologies.

8 E's	Pcubed Approach
Envision	Defining a compelling vision which is relevant for stakeholders
Engage	Involving stakeholders and change agents early
Excite	Securing commitment enthusiasm and ownership for change throughout the business
Execute	Running the change management plan and monitoring progress
Enable	Removing barriers/obstacles to change
Establish	Ensuring alignment of change to existing structures and processes
Evaluate	Assessing change success and ability to learn from the change journey
Embed	Establishing ownership of and accountability for on-going benefits realisation

Prosci

Manage CHANGE, MAXIMIZE Performance

Market leading provider of Change Management methodology and training.

Widely recognised, with a clear process and rich supply of tools and techniques.

A	AWARENESS of the need for change
D	DESIRE to support the change
K	KNOWLEDGE of how to change
A	ABILITY to demonstrate skills & behaviors
R	REINFORCEMENT to make the change stick

experiencepoint

ExperienceChange (from the training provide ExperiencePoint) is a guided change simulation based on award-winning technology and facilitated by a certified Pcubed change practitioner.

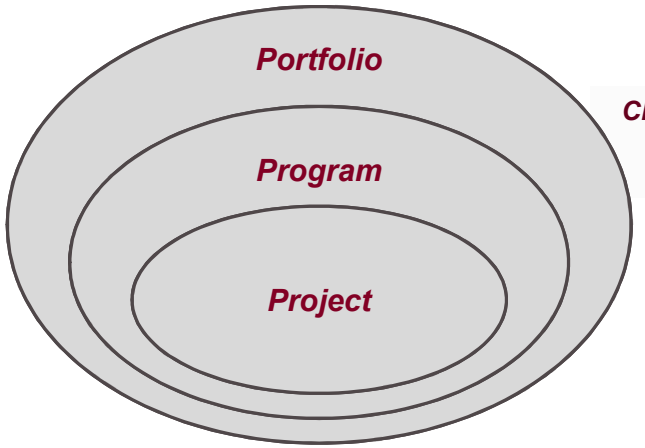
The simulation incorporates a best-practice model for managing change.

#3 Be Clear How Change is Managed

Define and engage the inner circle of change leadership and the wider change team

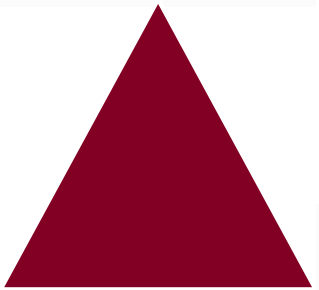
Level of Change Response

- Single project
- Program
- Portfolio



Service Overview

Leadership
Provides a clear path, guidance and governance



Change Management
Enables the "people side" of change

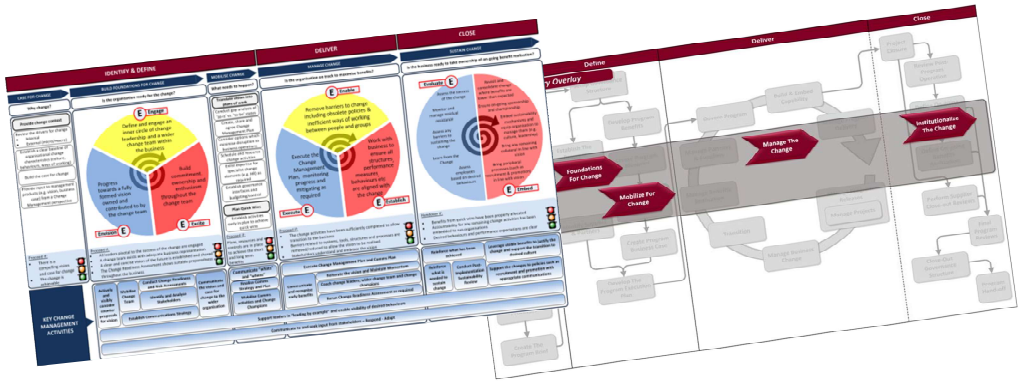
Project / Programme Management
Provides the structure for change

- The most successful Business Transformations systematically leverage all **three** components:
  - **Change Management**,
  - **Active and Visible Leadership**
  - **Project/Programme Management**.

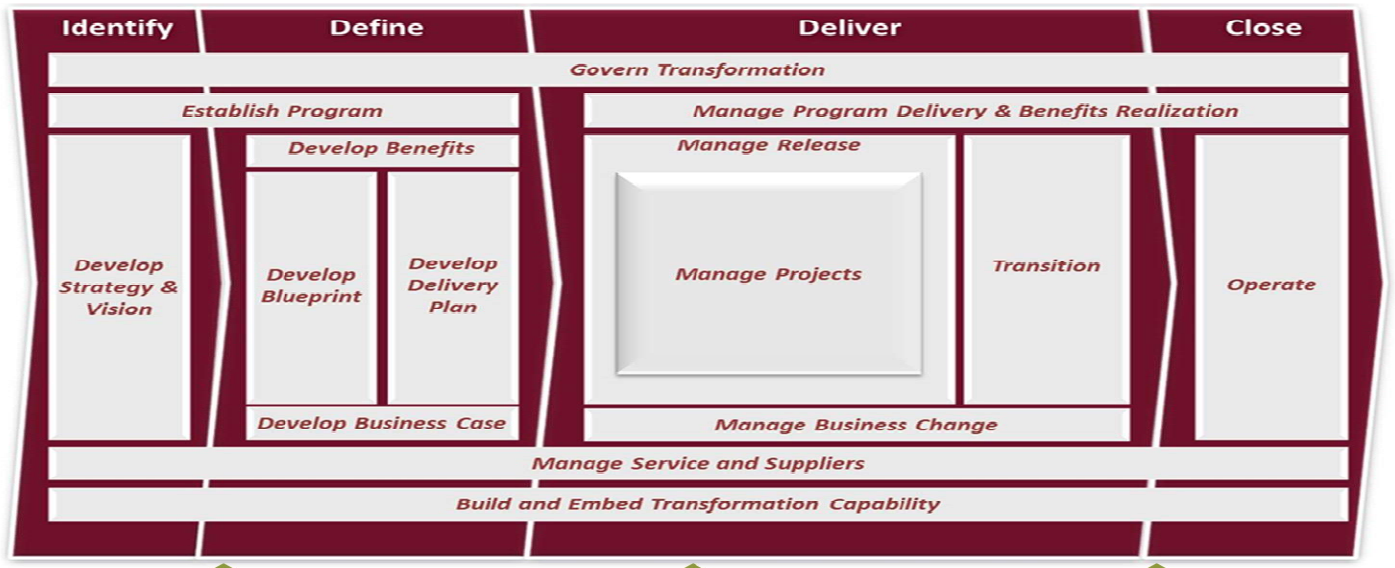
#4 Understand the Business Benefits from the Change

Build the case for change and the risks from low adoption

- Change Management is not an alternative to strong PPM – Change Management is carried out in conjunction with other management activities to create an environment where the changes introduced add the highest value to the organisation and help maximise benefits
- Continuously express the change management benefits in business metrics, not in project speak. *"Change management is key to managing these risks within the tornado diagrams"*



#5 Align Change Management Activities with Overall Roadmap



Change Management activities run throughout the life of the programme

- Identify stakeholders and create a shared vision of the future
- Establish important baselines around attitudes, awareness and benefits
- Develop change management strategy which will drive activity throughout the programme

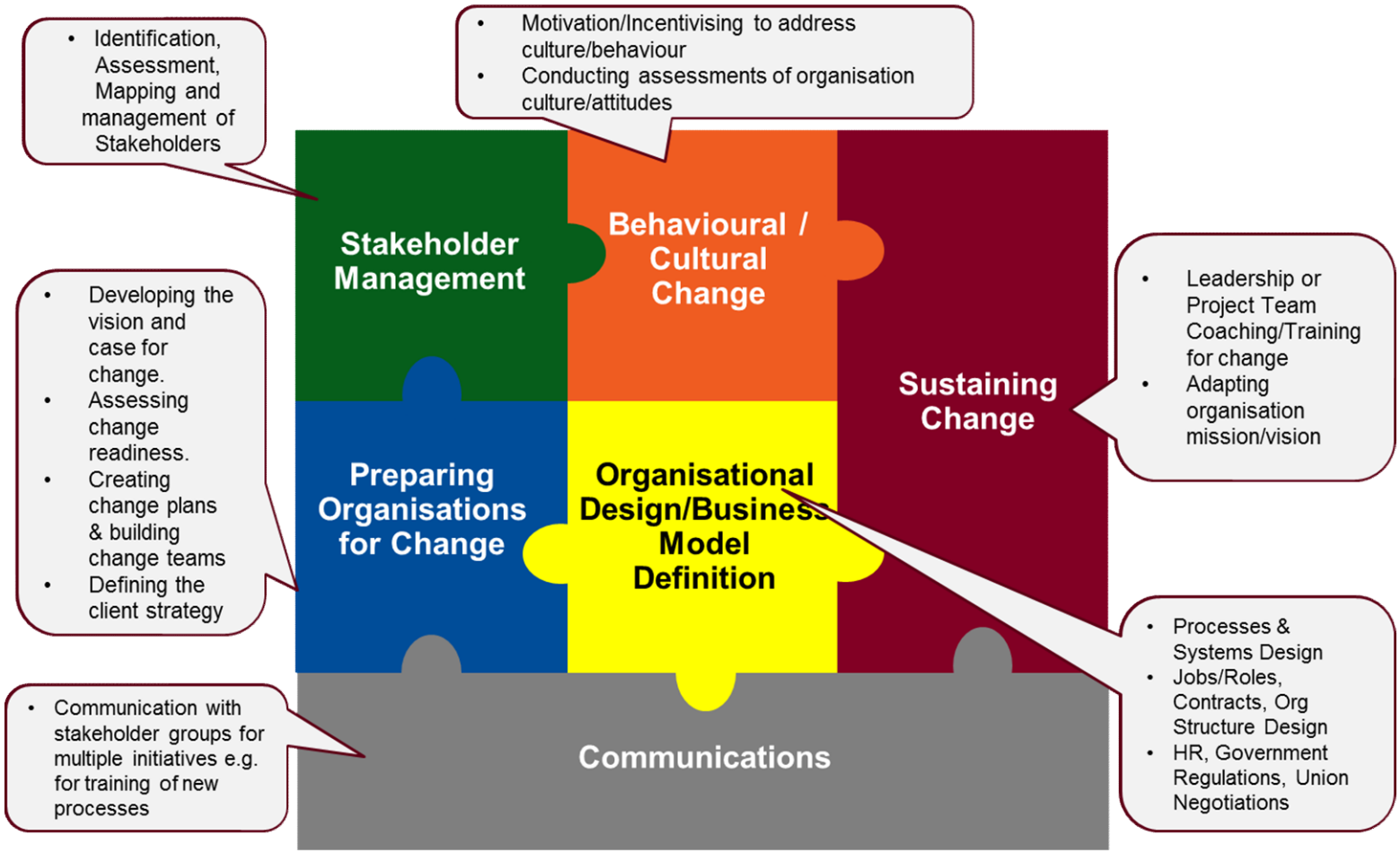
- Iteratively track progress and take corrective actions as required
- Ensure bidirectional engagement with key stakeholders to minimise risk to successful implementation
- Embed business accountability for benefits

- Allocate interim benefits to business
- Verify sustainability of organisational and cultural change
- Transition residual change management activities to run organisations

#5 Align Change Management Activities with Overall Roadmap

IDENTIFY	DEFINE	DELIVER	CLOSE
• Input to PID, in particular environmental drivers for change • **Verify Sponsor capability**, and get Sponsor on board for their Change related role and responsibilities	• Input to Preliminary Project Scope and define **change management scope** • Define **Change work plan** (tools, activities, schedule, resourcing, risks etc.) and integrate into project plan • Conduct **Change Readiness Assessment** • **Conduct Culture Assessment** (optional)	• Implement Change plans to embed change – impact assessment, training, plans for managing resistance to change, reward and recognition, quick wins, supervisor toolkits and training • **Coach and assist Sponsor and senior leadership** • Maintain momentum, rewarding and recognising successes • **Identify and minimise resistance, removing obstacles to change** with Sponsor and/ or Steering Committee support	• **Measure** change acceptance and benefits realised • Capture Lessons Learnt to inform Lessons Learnt Report which will be used at Initiation Stage of any future projects

#6 Rigorously Embed Change Management Capability



#7 Regularly Assess Change Readiness (at key gates)

- Interviews conducted with people from across the business. Participants are asked to respond to selected questions across the focus areas
- Interviewees give a score between 1 and 5 (1 = strong negative, 5 = a strong positive response) for each question

Focus Areas

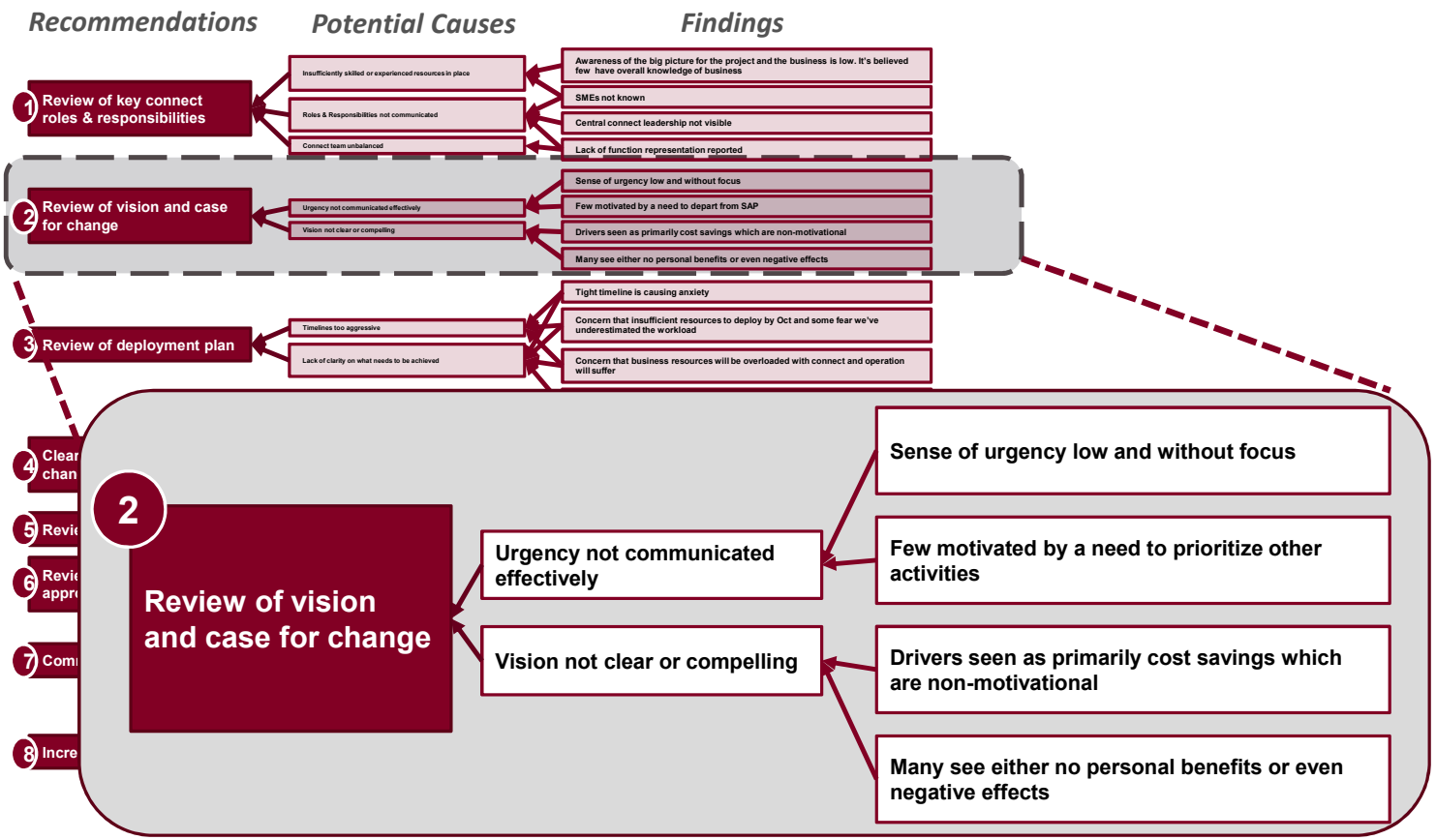
Engagement	Excitement	Envisioning	Enablement	Establishment	Execution	Evaluation	Embedding
Is a suitable change team appointed and in a position to lead the change?	Is there a sufficient sense of excitement within the team to give the change the urgency it requires?	Is there a strong and clear vision that is understood and owned by all?	Have barriers been removed to pave the way for the change?	Is the organization clear on what activity needs to be completed to establish the change and is this achievable?	Does the organization have suitable provisions to successfully deliver the work to establish the change?	Are the success factors for the change identified and is the organization prepared to track the change?	Is the organization equipped to sustain the change long-term?

Communication
Are there suitable communications in place between the project and the stakeholders to support and drive the change?

#8 Communicate Findings without Sugar Coating

Theme	Summary Findings
Un-compelling vision and low urgency	• **People tend not to see personal benefits and aren't motivated by cost-cutting drivers** • Sense of urgency articulated by project leadership seen as low or quite late • Management divided on their opinions and outlook on connect • Incentives to devote effort to connect are not sufficient
Low visibility of leaders and experts	• **People are generally not aware of who the central leadership is** • People are generally not aware of who the experts within the project are
Lack of clarity and confidence in deployment and overall changes coming	• People don't believe connect can achieve what is needed by Oct • Management is divided on whether connect is beneficial or achievable • **People don't know what specific changes connect is bringing for them** • People don't know exactly what is expected of them to deliver • Lack of confidence in the effectiveness of the training provided
Lack of stakeholder engagement in some areas	• Team members and more so managers report wishing to have been engaged more and from an earlier point • **Service center in particular are disenchanted and disengaged**
Communications not entirely effective	• **People would like to see more relevant and transparent communications** • Management would like to see more structured, actionable communications • People would like to have more information on progress and big picture

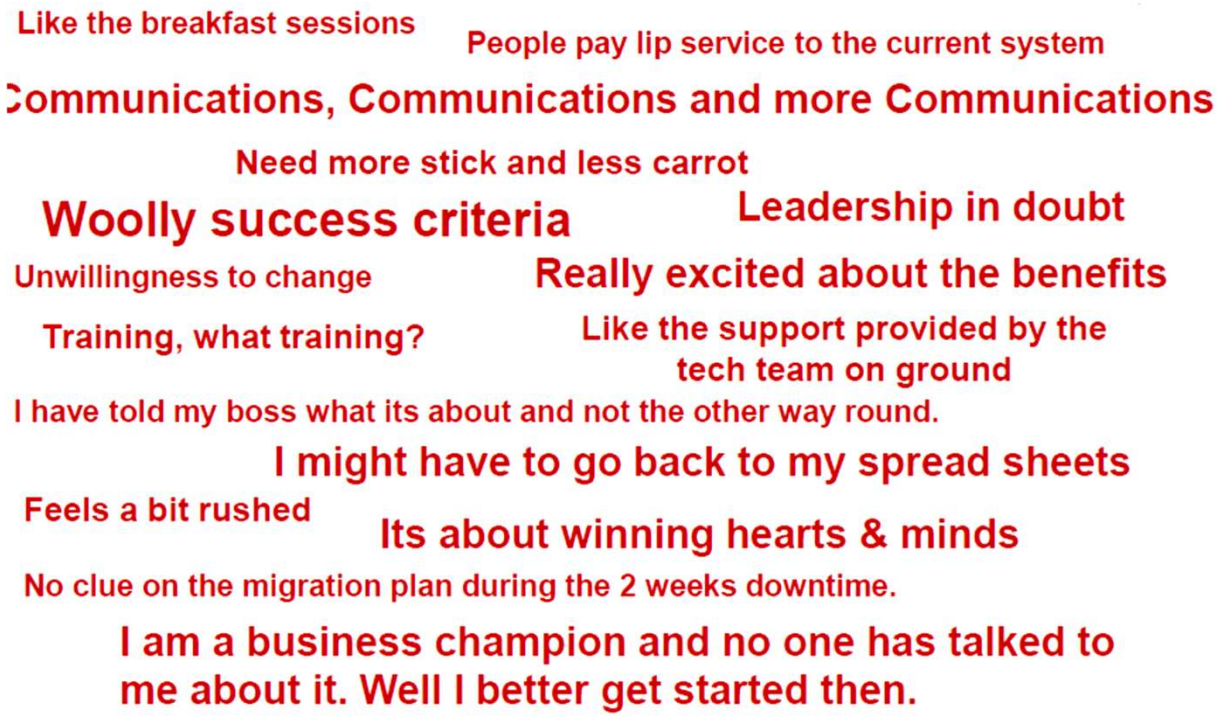
#9 Link Findings to Actions and Make Appropriate Changes



#10 Recognise You Have to Manage Multiple Start Points

Word sized accordingly to how frequently they were heard in the interviewees' responses. Gives an indication of common themes in the minds of those in the business

Word Cloud of What's on People's Minds



YOUR NEXT STEPS

"Be a lifelong learner."

Try new technology

"Don't let perfect be the enemy of good."

Try the Intelligent Automation Approach

"Learn together. Work together."

Join Linked In Group:
www.AIinProjectManagement.com

Rich Weller
MBA, PMP, Agile Certified, Project Certified