

Future Ready Project Delivery

Skills, Insight and
Collective Learning

Round Table Discussions : AI in Project Management Themes and Key Takeaways

Wednesday 22 April 2026

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Round table discussions: Topic 1: AI in Project Management

Executive Summary

Discussions at the Future Ready event highlighted both strong enthusiasm for the potential of AI in project management and genuine concern about how it should be adopted. This reflects a broader pattern seen across many industries: while AI offers clear opportunities to improve efficiency through automation and intelligent agents, organisations remain cautious about integrating it too quickly or too broadly.

The most effective path forward is a balanced one. Continued discussion can help build confidence in AI by identifying practical, high-value use cases while also addressing legitimate concerns around risk, oversight, and implementation.

AI is not a universal solution, but it is an important tool that will play a growing role in the future of project management. The priority should be to capture the most immediate benefits where AI adds value, while ensuring that human judgement, collaboration, and leadership remain central to project success.

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Round table discussions:

Topic 1: AI in Project Management

Across five sentiment areas (Challenges, Success with AI, Opportunities, Concerns, Good use) key themes were identified and have been grouped to show what mattered most to delegates for AI adoption in government project delivery.

Trust Quality and Governance

A dominant theme across all areas is confidence in AI outputs and how they are governed.

- Concerns about accuracy and authenticity
- The need for good data standards
- The need for governance and human oversight

Summary : AI is valuable only when supported by strong governance, good data, and human validation.

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Over-Reliance vs Human Capability

There is consistent tension between AI enablement and erosion of human skills.

- Risks of over-reliance and weaker critical thinking
- Concerns about deskilling and knowledge loss
- Fear of reduced human interaction or role replacement

Summary insight: AI should strengthen human capability, not replace judgment, experience, or interpersonal skills

Skills, Understanding & Adoption Maturity

A major challenge is capability building and knowing how to use AI well.

- Limited understanding of AI capabilities
- Need for better prompting and practical use
- Skills gaps in training and adoption

Summary insight: Adoption depends on stronger AI literacy, better prompting, and practical tool use.

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Productivity, Efficiency & Performance Gains

The strongest “success” theme is clear operational value.

- Speed and efficiency
- Information search, consolidation, and summarisation
- Decision support, consistency checking, and problem diagnosis

Summary insight: AI already improves productivity, especially in information-heavy tasks and faster workflows.

Decision Support & Augmented Delivery

AI is viewed as a co-pilot for better project outcomes.

- Sense-checking outputs and structuring deliverables
- Adapting content for different audiences
- Moving faster toward solutions

Summary insight: AI improves delivery by helping teams structure thinking and make better decisions.

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Transformation of Work & Roles

AI is expected to reshape how project work is done.

- Reduce bureaucracy and automate repeatable tasks
- Improve workload management
- Introduce AI-assisted recruitment and team agents

Summary insight: AI is changing workflows, roles, and operating models across project delivery.

Risk, Control & Pace of Change

There is unease about the speed and scale of AI evolution.

- Concerns that AI growth may be outpacing control
- Tension between cost reduction and value creation
- Need to balance innovation with safeguards

Summary insight: Organisations need to innovate quickly while keeping risk under control.

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What “Good Use” Looks Like

Clear consensus on where AI performs best:

- Structured, repeatable tasks
- Complex information synthesis
- Specific prompts and collaborative use

Summary insight: AI works best on structured, well-scoped tasks with clear inputs.

Overall Takeaway

Across government project delivery, AI is seen as:

- High-value but high-risk
- Transformational but not yet fully understood
- Best used as a co-pilot, not a replacement.

Success depends on balancing productivity, human capability, governance, and skills.

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Keep the conversation going

The event was just the beginning. The real value is in the connections you have made and the shared understanding that you will carry forward. To support this, join the conversation in the Future Ready Project Delivery Community LinkedIn Group by clicking the LinkedIn Icon .



Cross Government Capability Forum

To join the Cross Government Capability Forum contact Sarah Harris.

Email: Sarah.Harris2@ukhsa.gov.uk

Have your say

Your opinion matters. What went well? How can we improve? What would you like to see at a future event? Click the button (right) to complete a short feedback survey to have your say and register your interest in future events.



Coming Soon

A deep dive into Panel Insights that were discussed at the event., and further insight from the round table discussions.

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