PM impact

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Focus
AI in Project Management

AI and Ethics: We Need to be Aware of What We're Actually Doing.
In Conversation with Ina Schöne

PMI AI Courses: What I Really Took Away from them
Thorsten Siemers

PM Summit 2025
Two days full of inspiration, exchange, and enthusiasm

User Stories at the Push of a Button? Experiments on Deriving High-Quality Requirements from Reviews
Prof. Dr. Schekelmann

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The Prompt of the Month

Editorial

Sometimes our work feels like we're constantly prompting—just not an AI, but people.

"Could you write us a short article about AI in construction, practical, but still exciting?"

"Do you happen to have a photo we can use for the author bio?" "Could you make the introduction a bit more personal? There's a really good idea in there!"

That's what our days sound like on the PM*impact* editorial team. Between emails, chat messages, and spontaneous ideas right before the editorial deadline, this magazine comes to life—piece by piece, thought by thought. Our communication often feels like good prompting: clearly phrased, asked with curiosity, and sometimes with a touch of improvisation. And that's exactly where the creative energy comes from that defines PM*impact*.

Because behind every article is a person with a story. A project manager who tried out an exciting tool. A colleague reflecting on leadership in times of change. A team that actually uses AI in their daily work instead of just talking about it. We don't give commands—we extend invitations. To write, to discuss, to share. And yes, sometimes also to revise, because a thought has even more potential than it seems at first glance.

That's the real appeal of the editorial work for us: this blend of structure and spontaneity, planning and surprise. We never know exactly what will come back—but that's precisely the magic. A single sentence in an email can inspire an entire issue. A comment in the editing process can suddenly make a text shine.

The "Prompt of the Month" is therefore a symbol of our work: of the joy of exchanging ideas, thinking together, and allowing new thoughts to emerge. AI can help here and there—with spelling, formatting, or as an occasional source of inspiration. But the real magic happens between people who write, question, and create with passion.

And when another issue comes together that makes us a little proud because it shows what moves our community, then we know: our prompt was just right.

Paula Wenzel & Alex Bruckschen

Editors-in-Chief PM*impact*

Alex Bruckschen

As a Senior Project & Transformation Consultant, Alex Bruckschen manages complex cross-industry programs and develops scalable delivery and quality processes. Her expertise includes agile scaling, BizDevOps, and KPI and performance management.

Paula Wenzel

Paula Wenzel is a master's student in project management with a focus on AI-supported methods and data-driven decision-making. Her focus is on healthcare and the development of practical approaches to improve clinical processes and care systems.

Between Hype and Reality

How AI Is Really Changing Project Management

ALEX BRUCKSCHEN & PAULA WENZEL

Artificial intelligence hasn't swept through project management—it has grown into it. Quietly, gradually, often through small experiments. An automatically generated meeting summary here, an AI-supported risk analysis there. And suddenly, the way we plan, manage, and take responsibility for projects begins to change.
Caught between great fascination and justified skepticism, an industry is learning to work with a technology that promises a lot—and calls some things into question.

From toy to tool

Just a year ago, many project managers were experimenting with AI in a playful way. ChatGPT wrote the first emails, Copilot summarized meetings, Jira tested automated prioritization suggestions. Now, project teams are reporting a noticeable shift in their daily work.

A Scrum team at an energy company now uses AI to evaluate sprint reviews. The system identifies recurring bottlenecks—such as dependencies between backend and infrastructure—before they escalate. A PMO in the industrial sector uses simulations to understand how a delayed supplier would affect the entire road map. In a digital project, an AI-supported analysis helped identify communication patterns that indicated a critical stakeholder was gradually withdrawing—long before it was officially addressed.

These examples show: AI has arrived in projects, not as a replacement, but as an amplifier.

Real value—and real limits

Most progress occurs where AI takes over routine work. Meeting minutes, first drafts of reports, or structuring requirements—tasks that normally consume a lot of time—are suddenly done in minutes. This creates space for what project management is actually about: dialogue, decision-making, conflict navigation.

At the same time, the more AI intervenes in data-driven statements, the higher the demands on quality and responsibility. In one transformation program, for example, the risks of poor data became strikingly clear: the AI consistently predicted overly optimistic delivery timelines because historical data came from an external provider that worked much faster than the internal team. The result: wrong decisions that ultimately had to be corrected by the steering committee.

Bias—distortions in training data—is another blind spot. If earlier evaluations of a team contained negative tendencies, AI will reproduce these patterns without questioning them. In project environments where fairness and transparency play a major role, this is highly dangerous. And then there's the emotional dimension: AI can identify risks, but not political tensions. It sees patterns, but not the unspoken dynamics between departments. Here, the limits of technological support become clear.

Project managers as navigators

The profession is changing—fundamentally. Project managers will spend less time collecting data and more time acting as navigators: people who correctly interpret AI analyses, assess priorities, and

understand the human complexity behind numbers and models. Strong project leaders today do not take on less responsibility—quite the opposite. AI makes decisions more transparent, and therefore more visible.

In conversations with project leads, one sentence repeatedly comes up, capturing this tension perfectly:

"The AI prepares my decision. But it doesn't explain it to my board."

And that is the new challenge of the profession: decisions don't become easier because AI provides more information—they become more demanding because that information must be interpreted, justified, and communicated. Humans remain the ones who carry responsibility and create context. It's not only interesting how AI works, but also how teams react to it. In some organizations, it leads to relief; in others, to distrust. Culture and technology cannot be separated. Those who want to use AI must manage team dynamics, fears, and expectations just as much as the selection of tools.

In one construction project, for example, AI was initially rejected—out of fear that performance evaluation would become automated. Only when it became clear that AI would be used solely to identify bottlenecks early and relieve the team did the situation change. Today, AI serves there as a neutral early-warning system that prevents conflicts instead of escalating them.

Looking ahead

AI will not transform project management in one sweeping moment. Change happens through small, pragmatic steps: an automated report here, a data-based scenario there. Organizations that benefit the most are those that experiment openly, ask critical questions—and remain aware that technology alone does not save a project.

For junior project managers, this means: data literacy, curiosity, and critical thinking will become the foundation of their profession. For experienced leaders, it means: less control, more trust in teams and tools—and a strong moral compass when it comes to fairness, transparency, and accountability.

AI is not hype. But it's not magic, either. It is a tool that can change our project culture—if we are ready to use it responsibly and boldly. In the end, one insight remains:

It's not the technology that makes projects successful, but the people who use it wisely.

Practical Use Cases

of Artificial Intelligence

DANIEL TIMMERBERG

The most common use case for artificial intelligence in project management is probably the summarization of meeting minutes by AI. Ideally, you have a Microsoft Teams integration that allows Copilot to transcribe the meeting and that asks you about ten minutes before the meeting ends whether you're interested in a summary. That's tricky, because the meeting isn't really over yet… or is it?

Tip: If you are the host of the call or the meeting, you should stay until everyone else has left and then ask the bot something like: "Could you please summarize this meeting in minutes structured as follows: a) Summary, b) Action Items, and c) Open Questions?" This should already give you a good overview of what was discussed, who is responsible for what, and which points remained open during the meeting. Depending on your needs, you can even ask the AI to provide the results as an MS Word document or a PDF file. However, before you pass these minutes on to others, please check whether the names are spelled correctly and whether the AI has invented anything that was not actually said (hallucination).

It is important to maintain this "human-in-the-loop principle."

Another way to use AI efficiently is to upload an export from MS Project or other tools to Excel after creating your project plan and ask the AI whether it can help identify any project tasks that may have been overlooked. You can even ask it to create another Excel sheet with the updates. Here, it is important to watch for hallucinations and for the possibility that the AI may have removed some of the original tasks. Therefore, always compare your original project plan with the plan generated by the AI and optimize it accordingly before using it. Please make sure this complies with your company's policies, for example that your employer has a specific license to use this AI tool. It may also happen that you receive a new project and have never worked with this type of project before, making it unclear who some of the key stakeholders might be.

So why not ask an AI to create a typical stakeholder register and a communications plan for this specific type of project?

If you want the AI to design a project plan for you, you should include as much information as possible in your prompt—for example, what you already know (how many server instances, how many users, the overall scope of the project, etc.). The AI can even show you what the critical path for your project might look like, but be sure to review it carefully and make sure it makes sense.

Daniel Timmerberg, PMP®, PMI-ACP®, ITIL®4, SFC™, and Azure certified, is a senior IT project manager based in Brno, Czechia. He has led a variety of infrastructure projects and held workshops on "Agile Basics for PMs" at IBM and Kyndryl. A PMI member since 2020, he is involved in the Czech Republic Chapter and supported the PMI Germany Chapter's Volunteer Ukraine Support project in 2022.

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AI and Ethics

We Need to be Aware of What We're Actually Doing.

ALEX BRUCKSCHEN IN CONVERSATION WITH INA SCHÖNE

Introduction and Basics

Alex: Ina, thank you very much for taking the time for this conversation. To start, would you like to briefly introduce yourself? What should we know about you?

Ina: Yes, what should you know about me? I originally studied logistics management and market-oriented business administration, so I come from the process and business management field—which is exactly the understanding we now need with all the data processing. When the GDPR came into effect in 2018/2019, I completed training to become a data protection officer and a data protection auditor. That's how I moved into the AI space. When COVID hit, I started a second degree—in information law with a focus on the AI Act. It quickly became clear: assessments are coming, product evaluations, certifications. So I complet-ed my Lead Auditor for 42001, meaning AI management systems, and additionally a qualification as an auditor for AI systems as products. Since then, I've been working as an external data protection officer, AI officer, and auditor, as well as a lecturer in digital product management and AI. Product managers in particular need to know what they must integrate into products and should consider safety and data protection from the very beginning to ensure data is processed securely.

Alex: Then let's go a level deeper: What does AI ethics actually mean?

Ina: AI ethics refers to the general context of fair and transparent automated decision-making and profiling when personal data is processed. It's about decisions being made for us and not against us—and especially not in a discriminatory or harmful way. Autonomous driving, military AI, emotional manipulation through chatbots—all of that requires ethical assessment and reflection. AI is a reflection of us humans. Our history, our mindset are embedded in the data. Data protection, by contrast, focuses on protecting the data itself. The data is the nourishment—and it must be processed se-curely. It becomes especially critical with health or HR data because you can derive predictions from it that may have serious consequences later on.

Risks, High-Risk AI, and Practical Challenges

Alex: What actually falls under high-risk AI?

Ina: Basically anything that can endanger human rights, health, or safety. It's use-case dependent. Starting mid-2026, AI in HR and healthcare will fall into that category—so everything that makes decisions about people or evaluates them.

Alex: Do you see more naivety or more fear in companies?

Ina: Both. There are those who just go ahead—and that's not wrong as long as it stays on the surface. And then there are those who say, "We'd rather do nothing" out of fear of making mistakes. In the end, we need a healthy middle ground. You have to understand what you're doing. An automatically generated medical report still needs to be reviewed. Even with nursing documentation or translations, someone must check: Is this correct? AI will encourage more conscious actions from us humans.

Alex: Why is AI ethics such an important topic for companies and projects?

Ina: In the future, it will be a company's calling card. Younger generations have different expectations of data protection. A company that can't demonstrate responsible AI use will struggle. In addition, high-risk AI must be certified and registered. Companies must prove that they meet requirements—including in supplier relationships or when applying for loans and grant funding.

Alex: What consequences can a lack of AI ethics have?

Ina: Liability issues, reputational damage, and loss of acceptance. If a chatbot is misconfigured, makes mistakes, insults people, or sends confidential data to the US or China, the data is gone.

Standard	Title
ISO/IEC TR 24368:2022	Information technology - Artificial intelligence - Overview of ethical and societal concerns
ISO/IEC 9241-210:2019	Ergonomics of human-system interaction Part 210: Human-centred design for interactive systems
ISO/IEC TR 20226:2025	AI Environmental sustainability
ISO/IEC 24018:2020	AI Overview of trust worthiness in AI

Figure: ISO-Standards Überblick (created by I. Schöne)

Burned meat is burned—you can't get it back. And projects quickly gain a bad reputation. Once acceptance is lost, it's hard to rebuild afterward.

Requirements for Project Managers and Outlook

Alex: What competencies will project managers need in the future?

Ina: They need a general understanding of AI and, in addition, basic knowledge of the AI Act and GDPR—for example, what constitutes prohibited AI practices. They must be able to assess the risk classification of an AI product and know what documentation, traceability, and data quality requirements apply and are needed. And they need a basic understanding of what AI is technically: a computa- tional operation with data—and what that implies.

Alex: And internationally? Is Europe moving too slowly?

Ina: There are three world systems: Europe, the US, China. Different values, different levels of maturity. But many countries are yearning for guidance and structure. Standardization in AI is global. ISO, IEEE, ETSI—those are worldwide standards. Even OpenAI, Microsoft, and Google are now implementing requirements step by step because they're tired of constant fines. And because they need the European market. It only works together, not against each other.

Alex: What should leaders particularly know?

Ina: First, every use case must have a benefit—for the organization or for the employees. Otherwise it won't work. Second, leaders must engage with the topic. These will be liability-related issues in the future. Steering committees and supervisory boards must be able to assess ethical aspects. Someone needs to be in the room who understands AI compliance, AI ethics, and risk management. If I delegate tasks to AI, the process must function.

Alex: And finally, are there tools that help companies assess AI?

Ina: There are tools, especially for testing and implementing AI management systems. But the standards aren't fully finished yet. The all-in-one solution doesn't exist. My recommendation: Don't wait until everything is fully standardized. Start now. 2026 is right around the corner. It's a complex topic and not something you learn in a one-day course.

Alex: Ina, thank you very much for the conversation.

Ina Schöne is a data protection officer, AI auditor, and lecturer specializing in AI compliance, ethics, and digital product management. She helps companies use AI safely, responsibly, and in compliance with the law.

AI as a Copilot in Project Management

With the Right Prompt to a Better Result

ANDREA DE RUITER

Artificial intelligence is no longer a topic of the future—it already supports project managers in their daily work today. I use AI especially during the analysis and communication phases, helping to structure information, reflect on risks, or create status reports more efficiently. The decisive factor is the right prompt—that is, how we instruct the AI.

One example from my practice: When preparing a project status report, I first outline my bullet points and then use a targeted prompt to generate a professional, clear report from them. This saves time, promotes consistency, and helps present complex content in an understandable way.

Practical prompt for project managers:

"You are an experienced project manager following PMI standards. Analyze the following bullet points and create a professional, neutrally worded project status report with the sections: project progress, risks, next steps, and support needed. Use clear language, no filler phrases. Here are the bullet points: [insert text]."

This simple yet effective prompt ensures that results remain structured, realistic, and practical—and that AI truly thinks in the language of project management.

My conclusion:

AI does not replace project managers, but it strengthens our ability to analyze more quickly, communicate more precisely, and focus on what truly matters: leading people and making projects successful.

Andrea De Ruiter, MBA, PBP®, is a strategy consultant, project manager, and transformation leader. She stands for a practical and responsible approach to AI and demonstrates how people and technology can work together to create sustainable project success.

Smart Risk Management

How AI Supports Decision-Making in Complex Projects

ANDREA DE RUITER

Artificial intelligence has long been more than a tool for writing text. In project management, it can already provide valuable support—especially where complexity and uncertainty intersect: in risk management.

In a transformation project, we used AI to analyze historical project data, lessons learned, and stakeholder feedback. The goal was to identify patterns—for example, which combinations of resource bottlenecks and change requests most frequently led to delays.

Based on this, we developed a so-called "risk radar prompt," which allowed new risks to be evaluated systematically.

Example prompt for AI-supported risk analysis:

"You are a project risk analyst. Analyze the following project context, the risk descriptions, and the stakeholder comments. Identify possible risk dependencies, estimate probability of occurrence and impact qualitatively (high/medium/low), and propose three mitigation actions. Summarize the results in a table. Here are the inputs: [insert text or notes]."

Within just a few minutes, the AI delivered an initial structured draft of a risk matrix—including dependencies that the team had not previously identified.

Of course, the final assessment remained the responsibility of the project team. But the AI-supported approach accelerated the analysis, increased transparency, and led to data-driven discussions of significantly higher quality.

▶ My conclusion:

AI unfolds its value where it supports reflection—not where it replaces decisions. Used correctly, it transforms data into insights and insights into better decisions.

User Stories "at the Push of a Button"?

Experiments on Deriving High-Quality Requirements from Reviews

ANDRÉ SCHEKELMANN, KEANU ALT AND CHRISTOPH ENGELS

In requirements engineering, work is typically done with text. The use of large language models (LLMs) is therefore highly suitable, especially in crowd RE with many stakeholders and potentially many requirements. App Store reviews provide user feedback, but their volume makes it difficult to derive high-quality requirements.

Research Question

The study examined whether LLMs can automate the generation of high-quality user stories from reviews. A key focus was comparing different types of LLMs (commercial vs. open) and prompt engineering strategies.

Toolchain for the Experiments

A Python toolchain was developed that uses OpenRouter to interact with LLMs in a uniform way, generating user stories from reviews and evaluating their quality with AQUSA. AQUSA (see https://github.com/RELabUU/aqusa-core) automatically checks syntactic (e.g., atomicity, minimality) and pragmatic (e.g., uniqueness, uniformity) aspects of user story quality, thereby providing an objective basis for quality comparison.

Experiments

Kaggle datasets with reviews were used: Spotify (~60k, ~4k randomly selected) and Threads (~33k, ~4k used after removing overly short/long or one-sided reviews). For Spotify, user stories were gen-erated with GPT-4 using a simple prompt with zero-shot prompting and style prompting (see figure page 14). For Threads, multiple prompts were tested, including persona and decomposition prompting, along with commercial (Gemini Flash 1.5-8b and GPT-4o mini) and (partially) open (Llama 3.1-8b and Ministral 8b) LLMs.

Results

The experiments showed strong abstraction capabilities of LLMs, as illustrated by the example on page 14. However, the generated user story is not atomic, since it includes multiple functionalities. This type of error occurred in approximately 20% of cases (Spotify dataset with GPT-4) and 15%–45% (Threads dataset, depending on the prompt and LLM). This finding is partly due to prompt design, which requested one user story per review—even though reviews often contain multiple aspects. Adjusted prompts would likely reduce this error significantly. Violations of other criteria (e.g., minimality, uniformity) were far less common—for Ministral 8b, depend-ing on the prompt, only 1–5%. Overall, the generated user stories exhibited high quality. Notably, simple prompts already pro- duced good results; more complex prompts offered little improvement and sometimes even reduced qual-ity. Also, commercial models were not superior; Ministral 8b achieved the best results for the Threads dataset.

Limitations

Semantic quality of the user stories was not evaluated, as it is difficult to assess automatically. The assumed 1:1 mapping from review → user story encouraged non-atomic stories. In addition, identical prompts were used across all models.

Conclusion

Automated generation of user stories from reviews is effective and efficient but still requires human involvement in data preparation, interpretation, and quality assurance. Fully automated generation of user stories "at the push of a button" does not appear feasible at this time, even in crowd RE.

Note: In classical requirements engineering, the requirements engineer remains central—LLMs can likely support the preparation and evaluation of interviews, questionnaires, or observations (not part of this experiment), but direct interaction with stakeholders will remain the responsibility of the requirements engineer.

Simple prompt with zero shot and style prompting

Please create a User Story, while using „As a <type of user>, I want <capability> so that <business value>" as the template, based on the App Review {review}. The type of user is the reviewer. Please only provide the User Story.

Example of a review from the App Store

Review „The recommendations are always for popular stuff no matter what you listen to. Worst recommendations of all time. There is little to no effort put into these. If you made a playlist exclusively with 90's Norwegian death metal this dumb app would trip over it's dick racing to suggest Island in the Sun by Weezer. The now playing bar only exists most of the time making it almost impossible to use without restarting your phone".

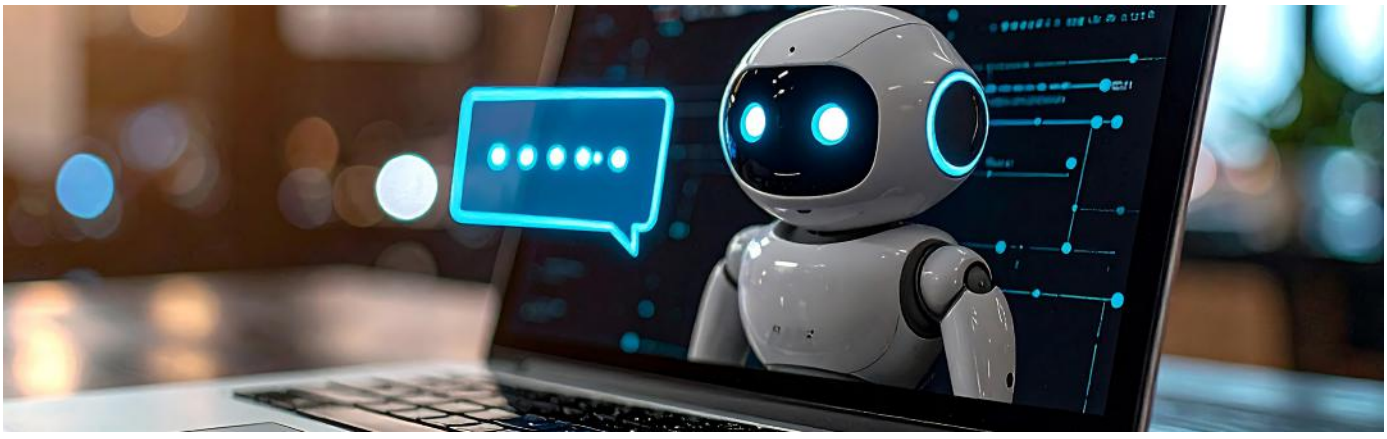
With GPT-4 and the prompt (see above) generated user story

"As a reviewer, I want the app to provide accurate and personalized music recommendations based on my listening habits, so that I can discover new music that fits my personal taste. Additionally, I want a consistently available ‚now playing' bar for seamless navigation, reducing the need for repeated app restarts".

Figure: Prompt - Example Review - Generated User Story

Prof. Dr. André Schekelmann has been involved in software engineering for more than 25 years – more than 10 years in an international software and consulting company and more than 15 years in teaching and research. For 25 years, he has been fascinated by the challenge of designing software products that are useful for stakeholders – regardless of whether this challenge is referred to as requirements engineering, product discovery or digital design.

Keanu Alt and **Christoph Engels** studied business informatics at the Niederrhein University of Applied Sciences and now work in software development.



PMI AI Courses

What I Really Took Away from them

THORSTEN SIEMERS

Sometimes tools change the way we work. And sometimes they change the way we think. AI does both.

In our company, we have the privilege of using AI broadly, safely, and without barriers. This freedom—experimenting, iterating, discarding, rethinking—is the engine behind any meaningful AI transformation. You don't learn AI by reading about it. You learn AI by working with it.

I've been using AI for quite some time, and it became clear early on: successful integration is not a monolith. It is the intersection of enablement, structure, culture, and courage. The PMI AI courses didn't trigger this insight—but they elevated it. They brought structure to experience, added new impulses, and opened new possibilities. Combined with our company-wide AI enablement program, they accelerated our maturity significantly.

1. Enablement: The Moment Curiosity Turns into Competence

Knowledge is the first lever. The PMI courses strike exactly the balance project managers need: conceptual clarity, technical insight, and practical application. And they deliver those small "aha moments" that open big doors: The Prompt Repository – the subtle revolution.

A simple Excel sheet based on a PMI template was enough to build a shared team memory for prompts. A small tool with a big effect—cutting learning curves dramatically.

Low-Code with AI – Programming without Programmers

When I saw AI generating HTML reports during the training, it was clear: this opens new horizons. Today, we let AI:

- write VBA code to build presentations
- generate Python scripts for automated reporting
- translate complex data into meaningful visualizations

This isn't futuristic—it's happening now, every day.

A Landscape of Use Cases Much Larger Than We Can List

Of course, there are far more AI use cases than I can outline here. Every company, every PMO, every project team has its own context, constraints, and opportunities. AI is not a fixed toolbox—it is an evolving playground. What matters is not which use cases you start with, but whether they become anchored, useful, and iteratively improved. AI creates value through continuous learning—at the team, project, and organizational level. A strong PMO doesn't measure maturity by the number of use cases, but by its ability to continuously discover, evaluate, and embed AI-driven improvements.

2. Operational Integration: AI Belongs in the Everyday, Not in the Lab

Organizations learn by doing. Our approach: develop use cases collaboratively and create learning spaces. "Nerd Challenges"—small, playful hackathons—enabled teams to explore AI as a tool, not a project.

3. Measuring What Matters: Making AI Stick

We measure:

- the value AI generates
- which use cases scale
- how our AI maturity evolves

Measurement creates focus—and turns experiments into sustainable practice.

Safety and Responsibility: The Human Remains the Compass

AI can do a lot, but it is still a tool. We operate in a secure environment and adhere to the principle: human in the loop. This ensures decisions remain responsible and explainable.

Data Fluency – The Key Competency for the PM of the Future

Project managers must become data fluent. Not data scientists—but professionals who understand how data models work, which assumptions drive them, and how to verify and apply AI outputs.

Data fluency means:

- recognizing patterns and relationships
- questioning model logic
- using AI agents effectively

- distinguishing value from novelty

The PMI CPMAI certification provides an excellent deep dive into these capabilities.

PMs as System Designers – A Role Redefined by AI

One aspect is often underestimated: Project managers increasingly work on the system, not just in the system. They shape the conditions under which teams can deliver products and services effectively. They orchestrate workflows, remove structural barriers, and improve the environment—not just the task. With the rise of agent-to-agent workflows, this systemic role becomes even more important. PMs identify:

- where handoffs can be automated
- where AI agents can accelerate processes
- where systemic inefficiencies exist
- how new human-AI collaboration models emerge

In short: PMs become architects of the work systems of the future. Those who master this perspective—and integrate AI intelligently into these systems—will hold decisive roles in tomorrow's organizations.

Conclusion: AI Doesn't Replace Us – It Expands Us

The PMI AI courses were not an introduction for me—they were an accelerator. AI doesn't diminish the role of project management—it elevates it. And PMs who develop data fluency, systemic thinking, and the ability to orchestrate AI agents will not just witness the future of project work—they will design it.

Thorsten Siemers is a PMO lead with experience in sales, strategy, and project work. He uses systemic thinking, AI-supported approaches, and team enabling to design modern, effective project environments and translate complexity into clarity. "For me, trying new things and sharing knowledge is part of good collaboration."

AI in Risk Management

Support in Each Step

PHILIPP LARSEILLE, KAI WILHELM, SEBASTIAN COLDITZ

Risk management is a central component of project management and, at the same time, a discipline that is ideally suited for the use of generative AI. This is because AI assistants such as Microsoft Copilot or ChatGPT can support every step of risk management, creating a continuous productivity chain: from identifying and analyzing risks to mitigating them.

1. Explaining the basics

At the outset, AI helps to clarify the basics: What is a risk? What does risk management mean? What steps are necessary? Language models can present this content in an understandable way and even create checklists or short guides. And with the ability to transfer documents to the AI, company-specific governance rules e.g., from PM manuals can be taken into account directly. This makes it easier to get started, especially for new team members or external partners.

2. Identify and analyze risks

Based on project descriptions, reports, or meeting minutes, AI identifies potential risks, analyzes correlations, and provides an initial assessment that can then be refined by the project manager and team members. The more structured the information, the more accurate the results. AI can incorporate historical project data or industry knowledge to identify typical risk areas such as supply chains, resource bottlenecks, or regulatory changes at an early stage in order to take a broad view of all risk areas. AI agents are also increasingly being used for this purpose: they track relevant meetings, identify relevant topics or open issues, and suggest that these be entered directly into the risk register.

3. Prepare and specify risks

AI creates structured representations such as risk matrices or risk registers, suggests countermeasures, and checks for completeness. It can also simulate various scenarios ("What happens if risk X occurs?") and initially assess the possible effects on costs, time, and quality.

4. Review and improvement

Finally, AI assists with the evaluation: Have all risks been taken into account? Is the description understandable? It provides suggestions for optimization and ensures a consistent process. This not only makes risk management more efficient, but also improves its quality, e.g., by providing a broader perspective.

5. Prepare communication and workshops

Communication tasks also benefit: AI formulates reports, presentations, or short status reports for different target groups, from the project team to the steering committee. For a workshop, it creates an agenda, moderation notes, and material lists, or suggests interactive exercises to jointly assess risks. This saves time and ensures professional preparation.
None of these tasks require comprehensive data collection. Language models already have a solid foundation and can be used effectively with just a little project-specific information. This significantly lowers the barrier to entry, especially

for organizations without a large database, and opens up rapid productivity gains in projects of any size.

Generative AI is changing risk management not through spectacular visions, but through concrete, productivity-enhancing use cases. By combining these use cases, AI-based productivity chains are created that help to use knowledge more efficiently, accelerate processes, and base decisions on a broader information base. The decisive factor remains the person who uses the technology responsibly and purposefully – provided they have the appropriate skills.

Figure: Risk Management in a Project (Campana & Schott)

Philipp Larseille is Head of PU Project & Performance Management Solutions at Campana & Schott. He advises clients on AI-based PPM solutions and the design of human-agent project organizations.

Kai Wilhelm heads the Implementation and PM Strategy unit at Campana & Schott, which deals with PM development in organizations, among other things. His consulting focus is on PPM and AI in PM.

Sebastian Colditz is a consultant at Campana & Schott in the "Implementation and PM Strategy" division. He supports clients in introducing digital tools and strategies and accompanies transformation projects.

When AI Joins the Game

Why Leadership in Transformations Suddenly Works Completely Differently

ALEX BRUCKSCHEN

There was a time when transformations still felt manageable. You defined a roadmap, coordinated a few workshops, sent out a newsletter—and hoped the organization would somehow feel "transformed" in the end. That time is over. Today, project management takes place in an environment where AI prototypes are created faster than steering committees can schedule meetings. An AI that today only writes meeting notes could tomorrow already simulate process variants—and the day after relieve half the PMO.

And while the technology grows explosively, one question remains stubbornly persistent: How do you lead an organization through transformation when change itself is constantly changing?

AI flips the leadership model—and the ego along with it

Recent studies by McKinsey, BCG, Bain, and Deloitte show it clearly: AI is changing not only tools and processes, but the management model of entire organizations. Classic change managers become architects of a learning system. Project managers become designers of spaces where humans and AI make decisions together. And leaders become—brace for role reversal—learners among learners. This reveals a blind spot few talk about: the ego of the leader. AI takes away the decades-old privilege of having to be the smartest person in the room. It treats board members and working students the same in a prompt—and that can be unsettling. Or liberating. Because one thing is clear: When ego becomes the limit of what's possible, the organization shrinks to the size of that ego. Those who can let go expand the room for action for everyone—and make hybrid intelligence possible: an interplay of human judgment and algorithmic perspective.

Leadership today means not control—but learning

Perhaps the most radical change: leaders must see themselves as part of a learning system. Not because "learning" sounds modern, but because AI creates a pace that shatters rigid structures. Roles change faster than org charts can be updated. Strategies survive fewer cycles than a sprint. Instead of "I know this," the new logic is "We will figure out what we need to know." This creates orientation without arrogance. And it creates trust—which is more crucial in AI-driven transformations than any project plan. At the same time, teams need something different from leadership than they once did: safety in experimentation. AI accelerates many things, but people need psychological safety to translate speed into value. Transparency—especially about uncertainty—becomes the currency of leadership. Those who speak openly about how AI prepares decisions, where it is strong, and where it has limitations, create an environment where learning, experimenting, and intelligent failure become natural.

The operating system of the organization is being rewritten

Whereas transformation used to be seen as a project with a beginning and an end, reality is evolving toward

a state of permanent redesign. Organizations are becoming living systems that not only perform but learn. In this world, leadership no longer means deciding what happens—but defining the conditions under which decisions are made.

Structures, processes, roles, and principles must be continuously adapted to new possibilities. Some call this "rewiring," others "principles-based leadership." In the end, it's the same idea: providing orientation without creating rigidity.

Conclusion

Many fear that AI could weaken leadership. In truth, it strengthens it—or exposes it. Because good leadership reveals itself where AI cannot make decisions: in ambiguity, in conflict, in culture, in human relationships. In places where machines calculate—but do not feel. Where data is missing—but judgment is required. Where change is fast—but people need time. And not least, where the ego can step aside so that potential can emerge.

From Idea to Implementation

The PMI Germany Chapter's CoP AI Relaunches

WOLFGANG FRIESIKE

With its new direction, the "Community of Practice Artificial Intelligence" (CoP AI) combines hands-on workshops with strategic knowledge transfer—creating real added value for everyone who wants to understand and apply AI in project management in a concrete, practical way.

A New Chapter for the CoP AI

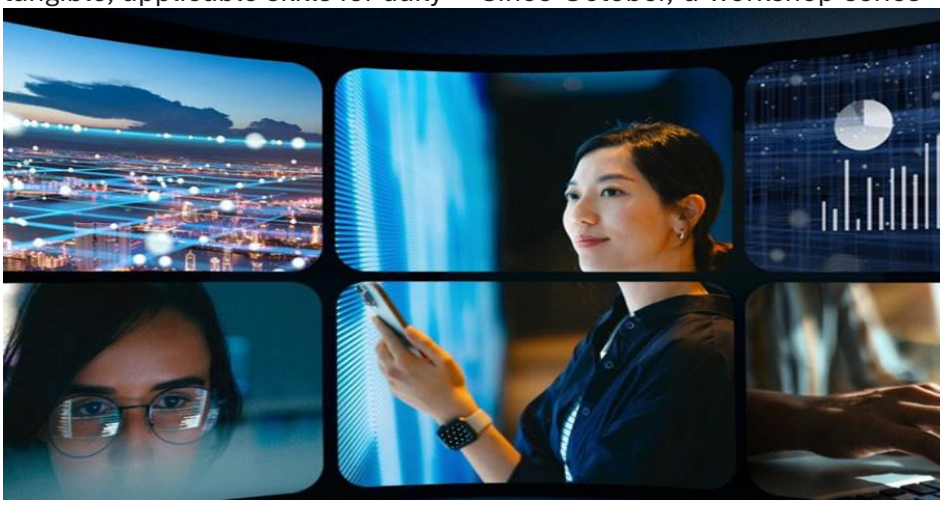
Artificial intelligence (AI) is no longer a topic of the future; it is already transforming how projects are planned, managed, and completed. The CoP AI of the PMI Germany Chapter has embraced this shift and repositioned itself with a new, practice-oriented approach. The goal is not only to provide knowledge, but to equip members with tangible, applicable skills for daily project work—from practitioners for practitioners.

What Members Want: Practice-Oriented Learning

A survey conducted in the summer provided clear direction: Most participants want practical formats in which they can learn how AI can be applied in project management, as well as insights into broader developments and challenges—topics such as data protection, security, risks, and ethical considerations. This feedback became the foundation for the community's new orientation.

Learning Along the Five Process Groups of Project Management

Since October, a workshop series has been running that systematically follows the five process groups of project management—Initiating, Planning, Executing, Monitoring & Controlling, and Closing. In each workshop, participants work within a custom GPT using a sample company and a sample project to develop the key artifacts of each project phase with the help of ChatGPT. This results in example project charters, stakeholder registers, or lessons learned reports—created directly in the workshop, interactively, and immediately usable in participants' own project environments. A custom GPT is a tailored AI version of ChatGPT developed specifically for certain tasks, companies, or use cases. It combines the language and analytical capabilities of a publicly available GPT-5 with individual data, roles, and objectives. It is trained with company-specific knowledge, data, and processes and operates according to predefined rules, goals, and communication styles.



A custom GPT can therefore serve as a digital assistant, advisor, or sparring partner, supporting teams in analysis, planning, strategy, and implementation. As part of the workshop, participants learned how ChatGPT can be aligned with their own organization—there will be a separate session explaining how to build such a model.

In the "Project Initiation" workshop, for example, the project charter was created using the prompt In the "Project Initiation" workshop, for example, the project charter was created using the prompt shown in the article.

Participants then had the opportunity to try the prompting themselves within the sample company's system. This clearly demonstrated how AI can serve as an excellent assistant in project management, making it possible to create artifacts efficiently.

The feedback was correspondingly very positive.

Looking Ahead: Participate, Co-Create, Learn Together

Feedback from participants shows that this practice-oriented approach hits exactly the right note: value through concrete results.

The CoP is currently focused on expanding this workshop series to establish a solid foundation for knowledge transfer and the exchange of experience. In parallel, the team is seeking support for curating overview articles—on trends, scientific findings, or best practices related to AI in project management.

Anyone who wants to contribute content is warmly invited to join this community—where AI is not only discussed but applied—and can reach out at cop-ki@pmi-gc.de.

I would like to start an additional project named Echo as the designated project manager (PM), with the following data in the environment of the company Mustertrans GmbH:

Project start: 01 July 2026
Planned project end: 31 December 2030

Project goal
Development of an automated picking machine for equipping pallets with small load carriers (KLTs). Hardware and software components are to be developed, integrated, and validated.
The goal is to create a fully functional, user-friendly, and production-ready system.

Project scope
- Mechanical and electrical hardware development
- Development of control logic, user interface, and communication
- System integration and testing
- Validation and acceptance by the user
- Project completion with documentation and handover

Project phases and budget (5 million euros total)
- Requirements analysis & concept development (500k €)
- System design & architecture (250k €)
- Development & implementation (2.5 million €)
- Integration & testing (750k €)
- Validation & acceptance (750k €)
- Project completion & transfer (250k €)

Prepare a draft project charter together with me, acting as my project assistant, using the following structure:
- Project overview and background
- Objectives and business case
- Project scope / scope statement
- Framework conditions and assumptions
- Roles and responsibilities
- Stakeholder analysis
- Risk assessment (Initial Risk Assessment)
- Approval and governance plan

Work with me interactively to create it.

Figure: Prompt "Project Initiation" (created by W. Friesike)

Wolfgang Friesike is president of the PMI Germany Chapter. He studied industrial engineering at the Technical University of Berlin and has spent his entire professional life designing and implementing projects and project portfolios. Today, he works as a freelance mentor and organizational consultant.

Using Custom GPTs to Create Good Risk Descriptions

THOMAS WUTTKE

Risk management is one of those disciplines in project business that is often done "somehow" – but rarely really properly. Everyone in the project intuitively knows what is meant when someone says, "The supplier is wavering." But you can't just dump a statement like that into the risk register. And anyone who has ever held a risk workshop knows the scene: dozens of cards on the whiteboard – some with uncertainties, some with impacts, and very often the little green men from Mars.

This is where it gets exciting: How do we turn such unfinished, often flippant descriptions – a veritable cacophony of risks – into a clearly structured, technically sound risk description? And how can ChatGPT – or more precisely, our own custom GPT – help with this?

The risk meta-language provides guidance

The basic idea is simple: we take the human, sometimes chaotic language from projects and convert it into a format recommended by standards such as the PMBOK® Guide. This defines how risks should be described – ideally in the so-called "risk meta language" consisting of cause, uncertainty, and impact on the project goals.

In everyday life, this is exactly where it fails. Example: supplier An important supplier is showing signs of economic weakness – perhaps facing insolvency. Instead of clear formulations such as: "Due to the supplier's economic difficulties, there is a possibility that it will slide into insolvency and will no longer be able to meet its delivery obligations, which would lead to significant delays in the project schedule." ...in meetings, it usually just says: "The supplier is shaky." „ And this is exactly where a custom GPT becomes a game changer.

Why a custom GPT?

Of course, you can generate each risk individually via prompt. But a more elegant solution is to have your own GPT, which you teach once:

- that the input is usually colloquial,
- that it should be translated into the Risk Meta Language,
- that the structure remains consistent and compliant with standards.

To do this, you create a small set of rules—such as a Word document—with specifications on cause, uncertainty, effects, sample formulations, and typical project goals. This creates a mini-standard that the GPT consistently applies. No matter how chaotic the input is, the output remains clean, complete, and reliable ("Assistance" output as defined in the PMBOK® Guide, 8th edition).

From chaos to clarity – automatically

In the supplier example, you would enter the following into the GPT: "Our supplier could go bankrupt; they have problems everywhere." The GPT automatically converts this into a structured risk description. The added value: instead of repeating the same train of thought every time, the GPT takes over the routine work. Teams save time, quality improves – and the risk register becomes (after human review) a real management tool instead of a collection of notes. The use of a custom GPT is therefore not a gimmick, but a practical extension of professional project work. By clearly explaining to the AI what a good risk description should look like, you get a reliable tool for everyday project work.

How to build your own custom GPT – a quick guide

1. Open "Custom GPTs" in ChatGPT

In the menu, go to "Explore GPTs" → "Create." One click and the builder opens.

2. Formulate the basic task

Example: "You receive a colloquial description of a risk and convert it into a clean, standard-compliant risk description based on a defined set of rules."

This is the content compass of the GPT.

3. Upload the set of rules

The core is the small document with specifications for the risk meta-language:

- Structure of cause, uncertainty, and effects
- Example formulations
- Notes on time, costs, scope, quality
- Typical project goal references

The document is uploaded once and remains permanently linked.

4. Add sample inputs and outputs

Two to three examples are helpful, such as:

Input: "The supplier is completely unreliable."
Output: complete risk formulation.
This way, the GPT immediately understands how it should work.

5. Refine settings

- Set tone (factual, precise)
- Allow or prevent queries
- Activate/deactivate tools

A neutral, factual style is recommended for risk descriptions.

6. Publish and test

The GPT is given a name, e.g., "RiskGPT." It can then be tested directly, for example with: "The colleague in the department is completely overloaded, no idea how we'll get the specifications on time." The GPT automatically provides a standardized risk description.

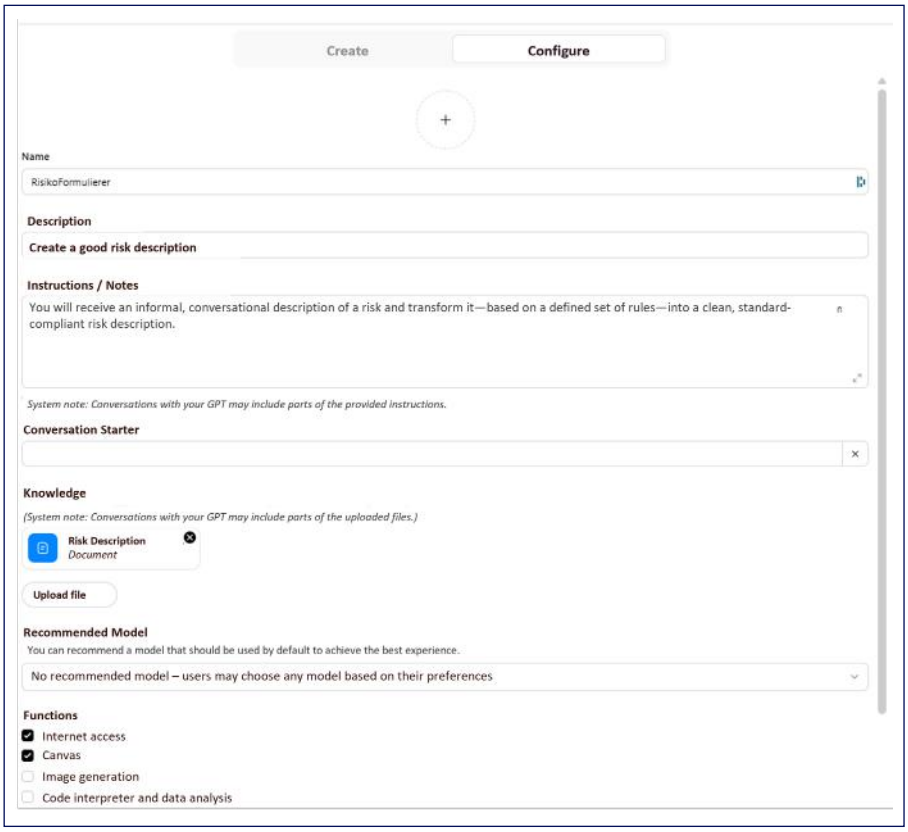


Figure: Risk Formulator (created by T. Wuttke)

7. Use in everyday project work

The biggest advantage: consistency. No matter who enters an uncertainty, the structure remains the same and the wording remains professional. Over time, a risk register is created that is not diluted by stylistic inconsistencies or a lack of clarity.

Of course, the generated descriptions must be checked – the GPT provides suggestions, not reality.

This article is also available as a deep dive version – click here!

Thomas Wuttke is a project management expert, entrepreneur, and long-standing PMI official. As a trainer, consultant, and speaker, he strengthens project skills worldwide and has been hosting the ProjektmanagementPodcast since 2017, with which the PMI Germany Chapter has a media partnership.

AI in Practice

How Project Managers Can Use Intelligent Tools Effectively

MARIA SKRYAGINA

Artificial intelligence is no longer a topic of the future—it has become an everyday companion in many project management environments. While the initial hype promised full automation, reality shows that AI delivers its greatest value when used as a supporting assistant. Over the past year, I have integrated AI tools into multiple phases of project management—from meeting preparation to reporting.

that I can then review, adjust, and share. This saves at least 20–30 minutes per meeting. The workflow below shows how this process can be automated using Jotform, ChatGPT, and Google Workspace. Meeting inputs from a form (such as key notes or decisions) are automatically processed by the AI, converted into a summary, stored as a new Google document, and sent out via email as a stakeholder update. Example workflow—automated meeting summary with Jotform,

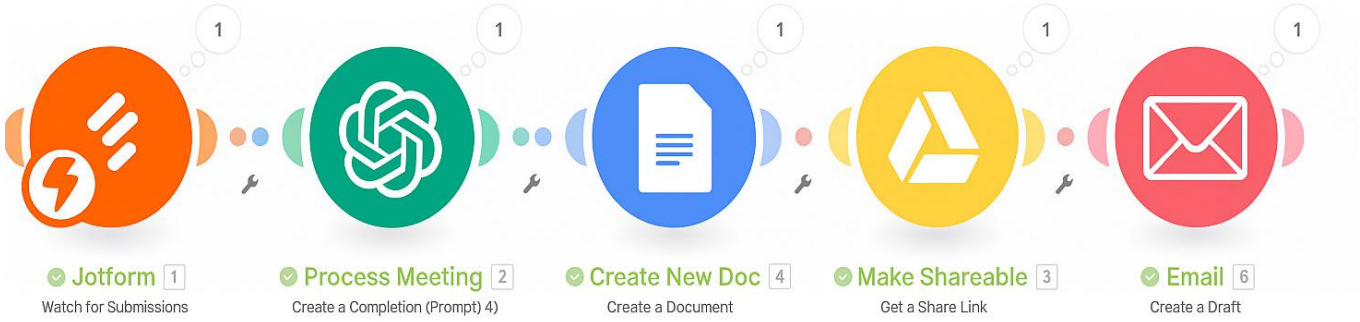


Figure: Example Workflow - automated Meeting Summary (created by M. Skryagina)

Below, I present four practical examples that illustrate the opportunities and limitations of this technology in daily work and how project teams can use AI safely and effectively.

1. Meeting Summaries and Stakeholder Communication

One of the simplest yet most impactful use cases is using AI to summarize meetings and create stakeholder updates. After a technical discussion, I copy the transcript or the key notes into ChatGPT or Microsoft Copilot and use the following prompt:

“Create a concise summary focusing on decisions, open points, and next steps for the project newsletter.”

Within seconds, the AI creates a structured summary

ChatGPT, Google Drive, and Gmail. This setup enables a smooth and secure flow of information—yet accuracy and confidentiality remain critical. Before sharing, I always review all AI-generated content and ensure that sensitive data is processed only in data-secure environments.

2. Support for Planning and Risk Analysis

Another practical use case is planning and risk assessment. At the start of a new project, I sometimes ask the AI to propose an initial draft schedule or potential dependencies:

“List typical risks and mitigation measures for a software development project in the automotive sector.”

This provides a helpful starting point—especially when time is tight. I then adapt the results to the actual project conditions and integrate them into the official plan. AI can also help analyze lessons learned or identify recurring risks in previous projects. However, one thing remains true: AI does not understand project complexity—it only recognizes patterns. Its suggestions are therefore only as good as the underlying data. Responsibility for validation always remains with the project manager.

3. Reporting and Presentation Preparation

Reporting used to be one of the most time-consuming tasks. With modern AI tools, it has become faster, more structured, and easier to tailor to different audiences.

One of the tools I use most frequently is Gamma—it helps tailor the content and tone of a presentation to the specific audience and message. After creating the first version in Gamma, I use Claude to generate concise speaker notes highlighting the key messages.

To prepare for the talk, I use Yoodli, an AI-based feedback tool that analyzes speech clarity, pace, and delivery. It provides objective, constructive feedback to improve presentation style and timing.

When a presentation needs to be shared internationally, AI also supports multilingual delivery. Tools like Synthesia, HeyGen, or DeepBrain can translate slides and even generate an avatar that presents the content in several languages.

However, it is important to note that the speech output is AI-generated and may contain translation inaccuracies. Therefore, I always include a short disclaimer:

"This presentation contains AI-generated speech. In case of doubt, the English original version applies."

Example of an AI-supported presentation environment—Gamma interface with options for tone, style, and output language.

Lessons Learned

Across all use cases, the greatest advantages lie in time savings and improved consistency. AI helps structure information, avoid omissions, and present data more clearly.

At the same time, new challenges arise—particularly concerning data security, validation, and the risk of excessive dependency.

To ensure AI provides real value, I recommend three simple habits:

1. Stay in control: Review and verify every result.
2. Protect your data: Use only secure environments or local AI models like Ollama when processing sensitive information.
3. Experiment regularly: Test new prompts and tools, but document what works for your team.

AI does not replace project managers—it enhances them.

Through conscious and responsible use, we can shift from administrative tasks toward strategic leadership—and combine human judgment with intelligent technology to achieve real project success.

Maria Skryagina is a project manager and former algorithm development engineer in the automotive industry. With her combination of technical expertise and leadership experience, she explores how AI can improve project management efficiency, teamwork, and strategic decision-making.

PMI Germany Chapter 2025 / 2026

A Great Year Comes to an End—a Particularly Challenging Year Lies Ahead

WOLFGANG FRIESIKE

Dear Chapter members and all those interested in project management,

The headline "a particularly challenging year lies ahead" may seem like a cliché at first glance. Every year brings its own challenges. In our case, however, it is especially true: with PMI introducing a new membership model, the number of Chapter members is expected to more than double. This presents major opportunities—but also significant challenges that we must prepare for.

Before looking ahead, we would like to reflect together on what we have achieved.

What shaped our year 2025?—Continuity, further development, and new impulses

We expanded our offerings for physical and virtual events, creating diverse opportunities to share knowledge and engage in conversation. Several Communities of Practice discussed practical challenges and exchanged valuable experiences.

Our initiatives—such as the Youth Empowerment Program, Women@PMIGC, and Social Responsibility—continue to see strong demand and offer real value to participants. Through our mentoring program, we support young project managers in their development, and our Study Group Program provides targeted preparation for certification exams.

Through our website, LinkedIn, and our regular newsletter, we keep you continuously informed about news from the Chapter, PMI, and current developments in the world of project management. A particular milestone was the publication of the first issue of our new magazine PM*impact* in September, which will now appear quarterly to highlight key topics and trends in project management.

A standout highlight was the PM Summit 2025 in Hamburg. You can find a detailed recap elsewhere in this issue of PM*impact*.

Membership growth also shows that our efforts are resonating: since the beginning of the year, we have welcomed around 700 new members, bringing us past the 4,700-member mark.

Overall, 2025 was a year full of exciting tasks, inspiring encounters, and meaningful successes. With passion, teamwork, and tremendous volunteer commitment, we achieved important milestones and further strengthened our community.

Our priorities for 2026—Welcoming 6,500 new members!

Starting February 2026, PMI will introduce a new membership model. New or renewed PMI memberships will automatically be assigned to the Chapter corresponding to the member's place of residence. For existing Chapter members, little will change—but for PMI members in Germany who previously were not assigned to any Chapter, a great deal will: around 6,500 individuals are expected to become part of our community.

This could bring our Chapter to over 10,000 members. At the same time, we aim to further expand and stabilize our existing services and offerings. For an organization run entirely by volunteers, this is an enormous—but also inspiring—challenge. One we are committed to embracing.

Our annual highlight in 2026 will again be the PM Summit. We will meet on November 17 and 18, 2026, in Düsseldorf.

More information can be found here: https://2026.pm-summit.de/

2026 will again bring many exciting projects, interesting opportunities, and surely some challenges. Let's continue on this path together.

Thank you!

At the end of the year, I would like to express my heartfelt thanks to everyone who makes our PMI Germany Chapter so lively and successful:

• To our members, whose membership forms the foundation of our work—without you, we would not exist!

• To our sponsors, whose support enables us to advance our mission and create real value for the project management community.

• To all project management enthusiasts who attend our events, follow our content, and enrich our network.

• A very special thank you goes to our volunteers, whose dedication, ideas, and collaboration make our successes possible—you are the backbone of the Chapter and have achieved great things again in 2025! Thank you so much for that!

Thank you all for helping make the PMI Germany Chapter a place where we grow together, learn together, and shape the future of project management together.

I wish all readers a wonderful Advent season, a peaceful end of the year, and all the best for 2026.

Until then—warm regards,

Wolfgang Friesike

Are We Optimizing AI in the Wrong Place?

Artificial intelligence promises to make project management more efficient, more precise, and more data-driven, yet reality is often more complex. In this feature section, two expert voices explore the topic from different angles:

Mathias Tölken explains why AI often creates only an "illusion of efficiency" at the level of individual tasks when systemic bottlenecks and coordination issues remain unresolved, and how the role of project managers is shifting toward becoming systemic orchestrators on Flight Level 2.

Dieter Zibert focuses on the organizational foundations: tool silos, inconsistent KPIs, missing governance, and unclear maturity levels prevent AI from reaching its full potential.

The two authors present their perspectives below—two viewpoints on the same topic that together reveal where AI in project management stands today and what is still missing.

MATHIAS TÖLKEN

The Illusion of Individual Efficiency

I am a big fan of artificial intelligence. I use various AI tools almost every day. Even for this article, AI was my assistant. The personal speed gains are impressive—no question. And yet, I want to offer a warning that may sound surprising: with AI, we often optimize at the wrong end of the system.

The Efficiency Illusion

Klaus Leopold, known for his Flight Levels thinking model, hits the nail on the head in a recent article: the current AI hype pushes us into a "Flight Level 0"—individual optimization using AI tools. (Leanability Blog, Sept 24, 2025) Producing reports in 20 minutes instead of eight hours, generating meeting minutes automatically, writing emails in seconds—I wouldn't want to miss any of that. But from a systemic perspective, this is often a step backward.

Examples from practice: AI creates perfect budget spreadsheets for project planning—yet approval in the steering committee still takes three months. AI summarizes the last project meeting—but the decisions still aren't implemented. I myself have generated detailed status reports with AI in no time—only to spend five times as long understanding and processing them.

What's happening here? We are getting faster at certain points in the system, but the overall output remains the same at best. Worse: the additional flood of information gets stuck at bottlenecks and increases Work in Progress (WIP), which ultimately leads to longer throughput times.

Where Project Managers Really Operate: Flight Level 2

As project managers, we work primarily on Flight Level 2—the coordination level between teams, departments, and projects. This is not about optimizing individual tasks but about:

- Managing dependencies between projects
- Ensuring cross-functional coordination
- Identifying and addressing systemic bottlenecks
- Implementing portfolio prioritization

The interesting question is: where would AI truly help at this level? Leopold highlights the crucial difference in a follow-up article: AI helps people who work on Flight Level 2—but it does not yet operate on this level itself. Example: You use AI to create resource reports faster. That's Flight Level 0—an individual task becomes more efficient. A true Flight Level 2 AI, however, would proactively identify dependencies ("Team A is waiting for Component X from Team B, but Team B doesn't have it in their backlog"), detect overlaps ("Department A and Department B are both developing a 'Customer Feedback Dashboard'—78% overlap detected"), recognize resource conflicts across projects, simulate alternative allocations, and propose solutions ("If we shift Project A or reassign resources, Projects B and C

will complete in three weeks"). And all of this before the conflict escalates. That would be systemic optimization—and we are still far from achieving it; at best, it exists in prototype form.

The Foundation Is Missing

This brings us to the real issue: many organizations want to use AI before establishing the foundations that Zibert describes on the opposite page—transparency, clean data structures, and governance. At the team level, we often have sufficiently good data. But at the portfolio and coordination level—exactly where we as project managers operate—the situation is often disastrous. How is AI supposed to provide intelligent suggestions for portfolio optimization with this foundation? Even worse: AI can create a false sense of security if we process poor data with seemingly precise analyses.

So what should we do?

The answer is less spectacular than the next prompt-engineering workshop, but far more effective:

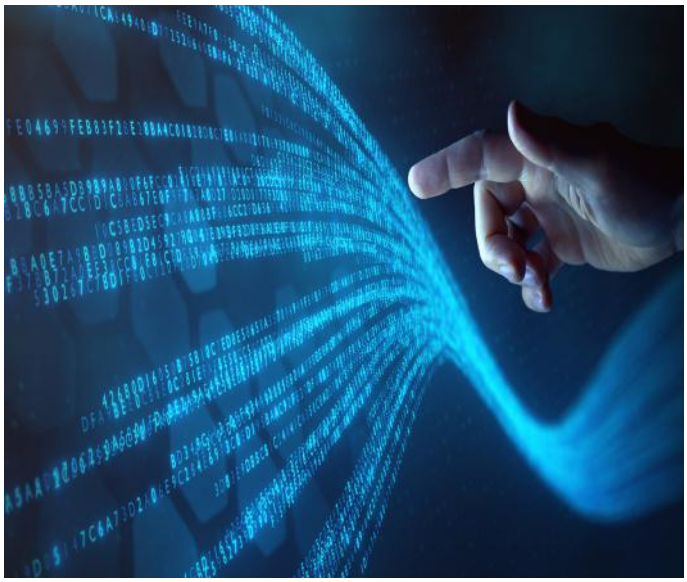
1. **First, build the systemic foundation.** Before investing in AI tools, visualize all ongoing projects, their dependencies, and resource conflicts. Establish a "single source of truth" for portfolio data.
2. **Collect structured data automatically.** Kanban-based portfolio management systems provide the basis for this.
3. **Use AI only where the foundation is solid.** That's where it unfolds its potential—in probabilistic forecasts, pattern recognition, early bottleneck detection, and full scenario simulations.
4. **Stay critical.** Even the best AI is still a tool. Project managers must question its suggestions, interpret context, and take responsibility.

This fundamentally changes the role: project managers become system thinkers who master data and automation, incorporate organizational context, and actively manage bottlenecks. Their job is to orchestrate AI where it creates real value—on Flight Level 2, not on Level 0.

Conclusion

I remain an AI enthusiast and will continue working with it daily. But I also see the danger that organizations invest in individual AI productivity while the real problems—missing coordination, poor data quality, lack of transparency—remain unsolved.

The good news: if we first do our homework on Flight Level 2—visualization, flow optimization, clean data—and project managers evolve their role accordingly, AI can truly unfold its potential. But the way forward is not through more tools—it is through better system thinking and new competencies.



Mathias Tölken is COO at Xuviate and specializes in flow optimization in multi-project and portfolio environments using Kanban and flight levels. Xuviate supports organizations in the DACH region in their transformation to reliable, predictable project delivery.

AI as an Efficiency Driver or Profit Trap?

DIETER ZIBERT

Hardly any other topic is as polarizing right now as artificial intelligence (AI). Whether planning, reporting, forecasting, or resource management—AI is widely seen as a universal solution. The promises sound enticing: automated schedules, precise effort estimates, intelligent prioritization. But reality often looks quite different. Organizations invest in AI without having established the necessary foundations: data is fragmented, processes are inconsistent, responsibilities unclear. The central thesis of this article is therefore: without transparency, integrated data flows, and a focus on bottlenecks, the effect of AI fizzles out—or even becomes counterproductive. I always learns from the system in which it operates. If that system is chaotic, it learns chaos. If no priorities are set, it optimizes the wrong things.

For those wanting to explore the topic in more depth, the book "Profitmaschine Projektmanagement" offers numerous practical tips, models, and immediately applicable methods on transparency, data integration, KPI structures, and bottleneck management—the essential prerequisites for ensuring that AI truly increases efficiency and profitability in project management.

Why AI Often Fails Before It Even Starts

In many companies, the structural conditions for AI are inadequate. A frequent issue is the existence of isolated tool landscapes: project management software, resource planning tools, time tracking, ERP, and CRM. These systems are not integrated, which means AI only sees fragments—never the full picture. Likewise, inconsistent KPI definitions are widespread. The term "project progress" can mean effort, tasks, business value, or milestones depending on the area. This inconsistent measurement logic prevents algorithms from recognizing reliable patterns. A lack of bottleneck focus is also common. AI then maximizes local efficiency—such as the utilization of a single team—even though the actual bottleneck lies elsewhere, for example in approvals or interfaces. The result: local optimization without any overall effect. And finally, data quality is often poor. Incomplete or outdated information leads to automatically generated—but incorrect—reports. Dashboards may look precise, even when their content is uncertain. Reporting becomes faster—but not better.

The Amplification Effect—AI Multiplies What Already Exists

AI acts as an organizational amplifier. It accelerates what is already there—in the right direction if the foundations are strong, or in the wrong direction if they are weak. Faulty prioritization logic or messy data can replicate themselves across entire project portfolios within seconds. Decisions that used to reveal their consequences weeks later can now impact dozens of projects within hours.Belief in algorithmic objectivity intensifies the risk:

"The AI decided" sounds neutral, but is only as valid as the data and assumptions it is based on. People tend to question automated decisions less critically.

Overwhelming reporting contributes to this effect. Monthly status updates turn into daily or hourly dashboards. The amount of data increases—while decision clarity decreases. Project leaders spend more time explaining reports than steering their projects.

Prerequisites for Effective AI

Before AI can deliver real value, it needs a stable foundation. This foundation consists of transparency, a clear focus on bottlenecks, consistent KPIs, and an integrated system landscape. Transparency emerges when data is accessible, complete, and consistently maintained—and when it is clear who is responsible for what. Only when everyone is looking at the same truth can AI interpret it meaningfully. A second element is bottleneck orientation. AI can accelerate processes, but it cannot independently identify which process is truly limiting. Only when bottlenecks are systematically identified can AI contribute to improvement through simulations, scenarios, or prioritization. Consistent KPIs are equally important. An organization can only learn from data when everyone means the same thing using the same terms. Uniform definitions enable stable relationships—only then can AI identify patterns and generate reliable forecasts.

Level	Description	Characteristics
1. Fragmented	Data sits in silos; there are no shared KPIs.	AI projects fail due to the lack of a foundational data basis.
2. Standardized	First unified KPIs are introduced; central data collection begins.	Transparency increases, but no automation exists yet.
3. Integrated	Systems are connected, and governance roles are established.	Data quality is actively managed.
4. Analytical	Pattern recognition and simulations support decision-making.	AI is used specifically for bottleneck and risk analyses.
5. Predictive & Adaptive	AI dynamically steers projects with clear economic/efficiency goals.	The organization uses data strategically — from forecasting to value creation.

Figure: Maturity Model for Organizational AI Readiness (created by D. Zibert)

Finally, systems must communicate with each other. Integration is the prerequisite for AI to conduct contextual analysis. A dozen isolated AI tools merely create more complexity. Only connected tools create a shared data foundation that allows cross-functional insights—for example, into recurring resource conflicts or the economic value of specific project types.

Organizational Readiness—From Data Quality to Decision Quality

Before AI can be productive, it must be clear how data is maintained, validated, and structurally governed. Data governance ensures that a reliable "single source of truth" exists and that roles such as Data Owner or Data Steward are clearly defined. A KPI glossary is also essential—central metrics must be defined consistently and updated regularly. Changes to KPI definitions must not happen spontaneously but must follow defined processes. Transparency also emerges through routines such as regular data quality checks in portfolio management. Deviations are documented and incorporated into lessons learned. To better assess one's own position, a maturity model can help. It ranges from fragmented silos (Level 1), to standardized and integrated systems (Levels 2 and 3), to analytical and predictive organizations (Levels 4 and 5) that not only use AI but apply it strategically.

Conclusion: AI Needs Structure, Not Hope

AI in project management is neither a miracle cure nor a threat—it is above all a mirror of the organization. Where transparency, data quality, and clear priorities exist, AI becomes an efficiency booster. Where silos, chaos, and unclear goals dominate, it becomes a profit trap. AI can accelerate planning, make risks visible sooner, and simulate scenarios—but only when it stands on reliable data.

The most important sentence is therefore:

"Artificial intelligence amplifies organizational intelligence—or dysfunction."

If you want efficiency, you must first create order. Only then can AI do what it does best: amplify, accelerate, and clarify.

A full version of this article—with more in-depth explanations, practical examples, and detailed models—is available as a DeepDive edition.

Dieter Zibert is an experienced project management expert, author, and management consultant. With his many years of practical experience, he supports companies in planning and managing projects more efficiently and implementing them more profitably. In particular, he helps companies to implement professional project management efficiently and profitably in the context of effective multi-project management. For more information, visit: https://projektmanagementbuch.de

PM Summit 2025

Two Days Full of Inspiration, Exchange, and Enthusiasm

WOLFGANG FRISIEKE & FRANZISKA HÖHNE

With over 300 participants, the PM Summit 2025, the annual flagship conference of the PMI Germany Chapter, was completely sold out this year – offering two impressive days of project management, leadership, and the future of work in Hamburg on November 11 and 12. The Riverside Hotel proved to be the perfect setting: centrally located, professionally equipped, and with an atmosphere that supported both intensive professional exchange and personal networking. A special highlight was the evening event on November 11 on the MS Louisiana Star, a magnificent paddlewheel ship that created an impressive atmosphere with its historic charm and view over the port of Hamburg. In a relaxed atmosphere, many took the opportunity to make new contacts or deepen existing ones. In terms of content, the PM Summit 2025 sent a clear signal right from the start. Professor Carlo Masala, a renowned expert on international politics, took participants on a journey through the effects of global crises on companies in Germany in his keynote speech. He analyzed geopolitical conflicts, power shifts, and rivalries in clear terms and highlighted the challenges—but also the opportunities—that these present for organizations and project managers. The second keynote speech on November 12 was given by Tijen Onaran, entrepreneur and expert on diversity and visibility. She emphasized how important personal and organizational visibility has become in an increasingly digital working world – and how self-confidence, clear positioning, and active networking can have a decisive influence on career opportunities.

Finally, Michael Wenczel, former professional soccer player, demonstrated the value that Life Kinetik® can bring to our daily lives. In addition to the keynote speeches, the program offered a wide variety of

content with over 40 presentations and workshops in up to five parallel tracks, selected from over 100 submissions. The hype topic "Artificial Intelligence in Project Management" was examined from different perspectives – from strategic implications to practical tools. Other sessions focused on the combination of agile methods and classic project management, the integration of sustainability aspects into projects, the role of PMOs, and the overarching strategic project focus. And, of course, the perennial topics of communication and leadership were not missing – because successful projects are and remain teamwork. The PM Summit 2025 was supported by numerous sponsors and partners, whose commitment contributed significantly to the success of the event. The feedback from participants was consistently positive: praise was given to the location, the organization, the quality of the presentations and workshops, and the special atmosphere of the entire event.

Behind two days full of inspiration, perfect processes, and smooth organization are people who have achieved far more than can be seen from the outside. The PM Summit 2025 was not just an event—it was the result of 1.5 years of passion, perseverance, and genuine team spirit. The core team prepared this conference with a dedication that was palpable:

- Dr. Eckhard Hauenherm, who curated a challenging and balanced program with great professional flair,
- Katharina Bless da Silva and Heiko Stoldt, who shaped both the location and the evening program,
- Anthony Soprano, whose tireless efforts in IT and website development formed the digital backbone of the event,
- Sandra Deichsel, who put her heart and soul into ensuring that communication and marketing not only informed but also inspired, and
- Jens Liebold, who negotiated all contracts, looked after sponsors, and, with his drive and energy, repeatedly motivated and held the team together over a period of 1.5 years.

What this team, together with many additional volunteers, has achieved is far more than just organization. It is proof of what can be achieved when people volunteer their time, expertise, and passion—for the community, for the field of project management, and for a common goal that is greater than any individual contribution. The core team was supported by numerous volunteers who were on site to make the speakers feel welcome and ensure that the event ran smoothly.

Without the dedication of all the volunteers, the PM Summit 2025 would not have been the special experience that we can now all look back on. This commitment deserves not only recognition – it deserves genuine gratitude. The PM Summit 2025 was a success because people put their hearts into it. And that is exactly what makes it so special.

Franziska Höhne has been supporting companies in the management of virtual and multicultural teams for almost 20 years and develops strategies for sustainable transformation. She is also Vice President of Marketing and Communications at PMI Germany Chapter e.V.

Wolfgang Friesike is president of the PMI Germany Chapter. He studied industrial engineering at the Technical University of Berlin and has spent his entire professional life designing and implementing projects and project portfolios. Today, he works as a freelance mentor and organizational consultant.

PM SUMMIT 2025

IMPRESSIONS

JAN WAGNER / BRANDMEISTER PHOTOGRAPHY

JAN WAGNER / BRANDMEISTER PHOTOGRAPHY

Youth Empowerment Program 2025 - Stay tuned

The PMI Germany Chapter‘s Youth Empowerment Program (YEP) will enter its next round in 2026 and will once again give young talents the opportunity to develop their potential in project management next year!

Students, graduates, and young professionals can look forward to a practical, inspiring, and personality-building program:

- Hands-on workshops on project management and future skills
- Experience exchange with experienced project managers from the PMI network
- Exchange and community with committed young talents from all over Germany

The official application dates will be published soon.

Stay up to date:
Check the PMI Germany Chapter website regularly or follow the chapter on LinkedIn to be the first to know when the application phase opens.
Become part of the next generation of project managers and help us shape the future of the profession!

If you have any questions, please contact: Elena.pancera@pmi-gc.de

It‘s worth being there!

Community, Mindset, and Impact

Why PMI Is More Than Just a Membership

PAULA WENZEL IN CONVERSATION WITH THOMAS STURM AND BERNHARD KONRAD SCHWAB

What motivates people to get involved in the PMI Germany Chapter? In this two-part series of interviews, two members who have found their own unique paths share their stories: Thomas Sturm and Bernhard Konrad Schwab. Both demonstrate that project management is more than just methods—it's about orientation, community, and the desire to make a difference.

Thomas Sturm – "The PMI has given me a guideline."

Thomas discovered his love of organization while still at school – back then in a theater group. "I didn't call it project management, but that's exactly what it was," he says. Later in his professional life, he sought a clear technical foundation and found it at the Project Management Institute. After working in consulting, the automotive industry, and IT, he wanted to anchor his experience internationally. He laid the foundation for this with the PMP®, which he acquired in 2014. The content of the PMP became a "compass" for him, helping him to set up projects in a structured and professional manner. Even more important, however, was the experience of an open community. "At my first chapter meetings, I immediately had the feeling: Here are people who think similarly." This feeling gave rise to his desire to become active himself. "The more you put in, the more you get back."

Today, Thomas is involved in social responsibility and supports NGOs in implementing projects more effectively. "Here you can see immediately what social impact our work has." Through PM Coaches for Social Responsibility, he wants to help make projects more sustainable and reliable. He sees networking as another core benefit of the PMI: "Whether locally or internationally, new contacts and ideas are emerging everywhere." Professionally, he would like to become more involved in portfolio management in the future, while encouraging others to become active themselves. "Membership alone is not enough. When you get involved, you create real added value."

Bernhard Konrad Schwab – "Exchange on equal terms with a dash of humor."

Bernhard's path to project management led him from technology to software development to consulting. He was particularly influenced by a complex production relocation across national borders – a challenging experience both professionally and personally. "That shaped me," he says. He came to PMI through certifications and events in the Munich area. Access to documentation and training materials was an important advantage for him. He describes his first chapter meeting in 2013 as inspiring: "I met many interesting people, which led to long-lasting connections." His certification journey ranged from PRINCE2 to IHK and PMP to IPMA and ITIL Expert. Today, he takes a pragmatic view: "All qualifications have their value; they create a common language."

What keeps him at PMI is the open exchange—and humor. He is famous for his anecdote about having created a utility analysis to "evaluate" an upcoming wedding. "Everyone enjoyed it and it showed that project management doesn't have to be dry." For him, chapter events and specialist groups are places of uncomplicated interaction. "When I'm on the road, a chapter meeting is the perfect opportunity to end the day on a meaningful note."

He got into writing through the first issue of PM*impact* magazine. A forwarded email was all it took – and he was part of the editorial team. For him, this symbolizes what the chapter is all about: sharing knowledge, living openness, and creating something together. "We sometimes

have controversial discussions, but always respectfully – and we still enjoy a coffee together afterwards." Bernhard sees the PMI as an important international player in the future. Companies need to recognize the value of certifications even more. He recommends that anyone interested simply attend a chapter meeting: "There, you'll quickly see if it's a good fit. Those who get involved experience the real strength of this community."

Conclusion

Thomas and Bernhard show that PMI membership is much more than just an entry on your resume. It stands for orientation, community, and impact – both professionally and socially. Both are convinced that those who get involved experience the PMI not only as an organization, but as a living movement that connects, inspires, and shows that project management is above all about people.

Social Responsibility at PMI Germany Chapter

The Social Responsibility Team at PMI Germany Chapter supports non-profit organizations and social initiatives with project management expertise. The goal is to work with partner organizations to implement effective and sustainable projects in line with the United Nations Sustainable Development Goals (SDGs). The initiative brings volunteers from the chapter together with NGOs to make their project work more professional, structured, and successful in the long term. The focus is not on financial support, but on knowledge transfer: PMI members contribute their experience in planning, managing, and implementing projects. Interested organizations or volunteers can contact the Social Responsibility Team directly or via the PMI Germany Chapter website.

Thomas Sturm is a graduate industrial engineer with over 20 years of experience in business development and project management. As a recognized leader, he manages strategic projects and the development of innovative concepts in consulting, industry, and the public sector.

Bernhard Konrad Schwab has many years of certified professional and management experience in consulting and project management. He supports companies in process optimization, automation, and the use of AI in project management.

When AI Clogs the Pipe

DANNY MORGENSTERN

Everyday work life is changing rapidly: AI is making its way into offices, meetings take place digitally, and colleagues sit in different cities or even different countries. Yet despite all the technology, one thing remains constant: people need recognition. Appreciation is what holds teams together—and what turns colleagues into allies.

Technical expertise alone is no longer enough to be successful. Today, soft skills matter: empathy, team spirit, and communicative sensitivity. They are the glue that holds projects together—and the lubricant that keeps collaboration running smoothly.

Politeness is not an outdated concept but an expression of lived mindfulness. Good manners mean: "I see you and I take you seriously." They are not rigid rules but the visible result of an inner attitude.

At the center of this is the emotional intelligence quotient (EQ). Those who understand emotions—their own and those of others—can defuse conflicts, build trust, and master difficult situations with confidence. **After all, even at work, people remain emotional beings.**

When the "emotional pipe" gets clogged, major problems can arise—sounds odd, but it's true. In the workplace, we communicate on two levels at all times: rational and emotional. And the emotional level is usually the more decisive one. Negative feelings, subtle antipathies, or a poorly chosen word can quickly lead to "emotional clogs."

Then communication slows down—and team morale along with it.

Especially in times when technology often replaces direct interaction, awareness of the emotional level is more important than ever. A sincere smile, a genuine thank-you, a friendly check-in—small gestures can have a big impact. Unfortunately, AI does not automatically deliver these factors when they are needed spontaneously.

Appreciation also includes respecting personal boundaries. Even if the desk belongs to the company, it remains personal territory for many. Reaching into someone else's documents without asking sends an unintended boundary violation—and damages trust.

A good team thrives on cohesion, but also on balance. When two colleagues display their friendship too demonstratively, it can exclude others. Appreciation means including everyone on the team, not only the people we naturally like. Since conflict is also part of working together, the way we handle it is crucial. Three tips:

1. "I messages" ("I get the impression…") have a de-escalating effect.

2. Killer phrases ("Typical for you…") hurt and block progress.

3. Criticism belongs behind closed doors—never in front of an audience.

Gossip is just as dangerous as open conflict. What begins as harmless chatter can destroy trust and easily tip into bullying. Those who avoid rumors and act with fairness show emotional maturity—and protect the team climate.

New technologies make communication easier—but not automatically better. Appreciation is also shown in small things: punctuality, for example, quietly but clearly says, "Your time matters to me." Those who are regularly late send the opposite signal.

The smartphone has also become a symbol of modern inattentiveness. A device placed on the table during a conversation signals: "I am only half here." The nonverbal subtext: the other person is second priority.

Even written words can be misleading: a short message like "I'll be late" can be meant kindly, apologetically, or indifferently—but the tone is missing. Digital communication and AI-based systems struggle to convey emotion. Only humans can infuse real feeling—through tone of voice, facial expression, gesture, or nuance.

Even in digital correspondence, tone matters: a cold "Regards" feels like a handshake with winter gloves, while a personal greeting or handwritten note conveys closeness and respect.

So we can conclude: technology can do many things—but it cannot replace warmth.

Appreciation is the currency of modern collaboration. It costs nothing, yet delivers everything: motivation, loyalty, trust. Those who communicate consciously, model punctuality, respect boundaries, and approach others with genuine interest ensure that people remain at the center—even between laptops, chat windows, and video calls.

Because in the end, it is not the technology that determines success, but the feeling of being seen and valued.

Danny Morgenstern is an author, business etiquette coach, and communications expert. He is considered a keen observer of social dynamics and modern etiquette. As a member of the Arbeitsgemeinschaft Umgangsformen International (AUI) and the Berufsverband der Knigge-Trainer (Professional Association of Etiquette Trainers), he is deeply involved in modern forms of appreciation and respectful communication. In addition to his successful book publications—including on the James Bond series—he writes and lectures on stylish behavior, emotional intelligence, and the importance of good manners in an increasingly digital world.

From Standard to Strategy

How PMI Is Redefining Its Role

PAULA WENZEL

Since the summer of 2025, the Project Management Institute (PMI) has presented a series of initiatives, partnerships, and publications that make one thing unmistakably clear: the institute is evolving far beyond its traditional responsibilities. Instead of focusing solely on standards and certifications, PMI is placing greater emphasis on topics such as education, societal impact, business acumen, and the influence of artificial intelligence.

One example is an initiative to expand U.S. 529 education savings plans. PMI is advocating for easier funding of professional development and upskilling opportunities, especially in areas that are crucial for the future of project management. The message is clear: project management is increasingly seen as a strategic component of modern workforce and economic policy. PMI is positioning itself as a partner in global skills development and as a voice demonstrating that project management can be an antidote to the skills shortage.

Around the same time, PMI also spotlighted the work of its Educational Foundation (PMIEF). For more than three decades, the foundation has empowered young people around the world by equipping them with fundamental project management skills. Millions of students now benefit from partnerships with schools, universities, and nonprofit organizations. PMIEF exemplifies PMI's transformation from a purely professional association into an institution with tangible societal influence.

A particularly visible public signal followed shortly afterward with PMI's announcement of a partnership with TIME Studios. Together they are developing the three-part documentary series The Solutionaries, which profiles people who use projects to develop concrete answers to global challenges such as climate change, circular economy, or sustainable nutrition. PMI uses this collaboration to emphasize the importance of project management in societal transformation: innovations must not remain in the lab—they must be implemented. And this is precisely where project management unfolds its power.

The release of the table of contents for the new PMBOK® Guide (8th Edition) also reveals PMI's trajectory. The new standard, published in November 2025, already signals a stronger focus on strategic alignment, value creation, and topics such as AI-supported decision-making.

At the same time, PMI is reshaping its professional development and event portfolio. In recent months, training sessions and conferences have increasingly focused on topics such as Leading with AI, Project Planning and Control, or strengthening business competence. Blogs and podcasts reflect this shift and discuss why business acumen, communication, and leadership skills are now just as important as technical expertise. Articles such as Why AI Transformation Is 70% People or Experts Share Five Big Points to Unlocking Your Business Acumen underscore this development.

Taken together, a clear picture emerges: PMI is increasingly understanding project management as a strategic, economic, and societal discipline. It is no longer just about executing projects precisely but about creating meaningful impact and actively shaping future developments.

Project managers are expected to act as translators between technology, people, and strategy.

The publication of the PMBOK® Guide 8th Edition is an important milestone—yet above all, it serves as the methodological foundation for this new mindset.

PMBOK® Guide 8th Edition—A First Look at the New Standard

The 8th Edition of the PMBOK® Guide does not simply build on the 7th Edition, but establishes a new, independent framework that connects principles, domains, and processes.

New in this edition is that The Standard for Project Management and the PMBOK® Guide are once again combined in a single volume.

The message is clear: principles, guidance, and practical implementation belong together and form a coherent system for value-driven project work.

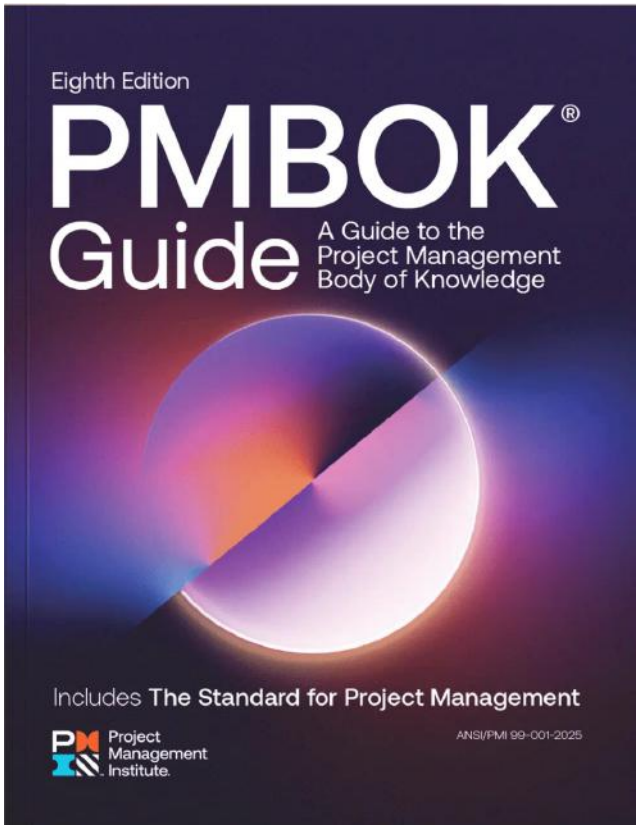
The 8th Edition streamlines the previous content into six core principles, each illustrated with "Project Impact," "Principle in Action," and relevant domains. A clear signal toward business acumen is the new Finance domain, which places stronger emphasis on economic steering and value contribution.

Also important: processes return, but no longer within the traditional knowledge areas. Instead, they are assigned to performance domains and so-called focus areas. This keeps the standard flexible and applicable in classical, agile, and hybrid environments.

Content-wise, the PMBOK® 8 addresses several current topics: a system chapter on value delivery, more precise sections on PMOs and procurement, and clearer guidance on AI, data work, and modern digital practices. Tailoring is further strengthened and anchored as a leading principle.

In short: the 8th Edition combines clear structure with value-oriented guidance, providing a modern, practical standard for everyday application.

In the next issue of PM*impact*, we will present the most important updates in detail.



Take a look at the new PMBOK!

Project Management—but Make It Funny

Thomas Wuttke and His Podcast in the Spotlight

In the world of project management, there are many voices—but only a few that have spoken so consistently, insightfully, and delightfully human about the everyday challenges of project life for decades as Thomas Wuttke. The longtime project management expert (including PMP, PMI-ACP, PMI-RMP) is, for many, a kind of "James Bond of project work": cool in dealing with risks, straightforward in communication, and always ready to defuse even the toughest project "Mission Impossibles."

With his project management podcast, he has created a format that resonates with both beginners and seasoned PM veterans—humorous, educational, never preachy. His mission: making projects sustainably better. And anyone who has listened to him knows: he takes the work seriously, but never himself.

Why This Podcast Belongs in Every Project Toolbox

Wuttke's podcast is not a dry theoretical toolkit but a mix of experience, clear opinions, and a surprising amount of lightness. Whether risks, agility, or AI: he explains the world of project management in a way that makes you feel caught—and at the same time motivated to do things just a little better in the next sprint.

To help you jump right in, we've selected three episodes that fit particularly well with current discussions. Each of them shows how Wuttke turns complex topics into something manageable.

Episodes You Shouldn't Miss (only available in German):

Episode 220 – Expanding skills instead of job losses due to AI

Johannes Bauer provides exciting insights into the use of artificial intelligence in project management. He discusses opportunities, limitations, and practical applications.

Direct link to episode 220

Episode 223 – AI in project management: What really works?

AI has arrived in project management – but not always where you might expect. Uwe Techt describes specific examples of how large language models can help today, where they fall short, and what might be possible in the future.

Direct link to episode 223

Episode 224 – M.O.R.E in project management: Thinking outside the box

An episode for anyone who wants to hear a conversation with Sandra Deichsel from PMI Global about a new concept that encourages us to think outside the box when it comes to project management.

Direct link to episode 197

Vom Multiprojekt-Chaos zu nachhaltigem Flow!

Xuviate

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Visualisierung
Transparenz über alle Projekte und Abteilungen – Koordination entsteht natürlich.

Flow
Nachfrage und Kapazität im Gleichgewicht – planbare Durchlaufzeiten statt Feuerwehreinsatz.

Transformation
Leadership auf allen Ebenen – eine neue Arbeitsweise, die bleibt.

Vom ersten Bootcamp über die laufende Mastermind Gruppe bis hin zum fokussierten Review-Engagement waren unsere Interaktionen mit Xuviate stets produktiv und wertvoll. Sie haben uns ermöglicht, die Steuerung unserer Arbeit mit neuen Augen zu sehen, und fordern uns immer wieder heraus, um uns weiter zu verbessern.
CLARE GAYTON - Business Process Improvement, IT & Logistics Director Europe, TDK-Lambda
TDK

Xuviate ist seit vielen Jahren ein geschätzter Businessmap Platinum Partner. Mark und Mathias implementieren nicht nur unsere Software – sie helfen Organisationen, ihre Arbeitsweise wirklich zu transformieren. Ihr praxisnaher Ansatz, tiefes Fachwissen und der Fokus auf greifbare Ergebnisse haben für viele unserer gemeinsamen Kunden einen echten Unterschied gemacht.
DIMITAR KARAIVANOV - CEO, Businessmap
businessmap

Was mich überrascht hat: Wie schnell ihr unsere Sprache gesprochen habt. Ihr habt euch angepasst und immer den richtigen Weg gefunden - jeweils genau das, was wir gerade brauchten. Ihr habt unsere Change Treiber mit den richtigen Werkzeugen ausgestattet. Das ist es, was die Zusammenarbeit so nachhaltig macht.
JOSEP LLUIS GRAU RODRIGUEZ
Cluster Manager Tamol, BASF Ludwigshafen
BASF
We create chemistry

Eine Auswahl weiterer Kunden:

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Project Management You Can Touch

How the PMI Hackathon Connected Students, Practice, and Community

MADELEINE MEWIS

When 25 students from 13 universities and one vocational school spend a full day developing ideas and preparing pitches, a special kind of energy emerges. This is exactly what made the recent PMI Hackathon so impressive—a format that does not explain project management, but makes it tangible.

The defining moment of the day was the final round of pitches. With-in just a few minutes, the teams condensed their insights and the output of an intense workday into clear, compelling presentations. The energy in the room was palpable: spontaneous groups had turned into functioning teams in no time, presenting their ideas with pride and confidence.

What was particularly remarkable was how naturally students without any project experience collaborated. After a brief introduction and some initial discussions, they quickly aligned on a shared direction—and worked purposefully towards presenting their project approach as strongly as possible in the pitch competition.

The hackathon clearly highlighted the interplay between PMI, students, and industry partners. Many participants used the opportunity to learn more about the work of Nexperia, project management in industry, and the benefits of a global PMI membership. At the same time, they received direct feedback on their ideas—a new and motivating experience for many, suddenly making project management very concrete and very real.

In the concluding open Q&A session, the discussion went far beyond methods. Students asked about career paths and job opportunities. For many, it became clear how relevant PM skills truly are for their professional future.

The organizers see the hackathon as a starting point for strengthening the presence of project management in higher education. In many European countries, PMI certifications are already integrated into university curricula—in Germany, these partnerships are only just beginning to grow. Formats like the hackathon can accelerate this development because they demonstrate how much energy is created when students not only learn methods, but apply them.

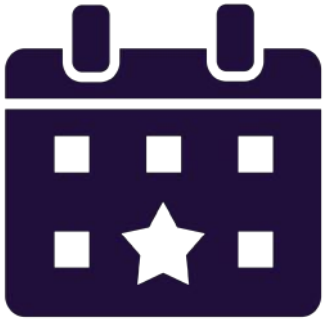
▶ Conclusion:

The PMI Hackathon was far more than a competition for the best pitch. It was a catalyst—for collaboration, curiosity, and a new perspective on project management. A day that brought students, industry partners, and PMI closer together and impressively showed how essential PM skills have be- come today.

Madeleine Mewis is Lead for Academia & Vocational Training Europe at PMI. She develops educational programs, connects universities and industry partners, and strengthens international training, exchange, and skills within the project management community.

The hackathon consolidated all the theoretical knowledge from the lectures in a way that I hadn't expected. I learned how to quickly prototype a project idea based on the core principles that were taught.

Experience the PMI Germany Chapter **live**!



Every month, a variety of events take place across Germany, either virtually or in person.
You can find more information at

https://pmi-gc.de/event
(for PMI members and non-members)

Our next PM*impact* magazine will be published on March 14, 2026

Our main theme will be
Navigating Complexity – PMBOK® 8 and the art of mastering modern projects

Do you have any ideas as an author or can you recommend interesting interview partners?
Get in touch with us!
(Editorial deadline: February 7, 2026)