



AI (Powered) Organisation

Struktur als Erfolgsfaktor für Projekte und Transformation

4. September 2025, 13:00

A photograph of two men, one with a beard and curly hair, the other with short dark hair, both wearing light-colored shirts, leaning over a table and working on a grey drone. The drone has four propellers and a camera mounted on the front. The background is slightly blurred, showing what appears to be a workshop or lab setting with various equipment.

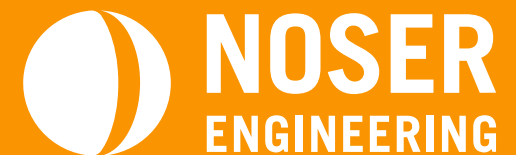
AI (Powered) Organisation

Struktur als Erfolgsfaktor für Projekte
und Transformation

Engineering Days 4. September 2025
KPZ Projektmanagement

«Zusammen
MehrWert»

Sprache: Deutsch – Englisch,
Primärquellen nicht übersetzt



Consulting, Coaching, Contracting



Werner Gyga
Managing Consultant

Ich helfe Organisationen, sich für die Lösung komplexer Herausforderungen richtig aufzustellen.

Akademischer Hintergrund und Erfahrung

- BSc in Betriebsökonomie ZHAW
- MAS in Organisationswissenschaft & Change FHNW
- MicroMaster® in Information Systems Indiana University
- > 20 Jahre in Agilität, Projekt- & Krisenmanagement

Expertise und Zertifizierungen

Project Management & Agile Organisationen



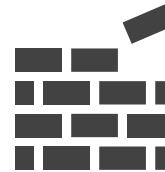
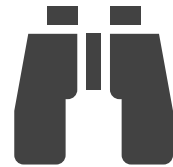
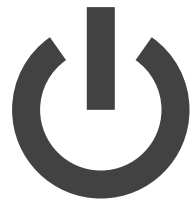
Change, Organisationsdynamik, Teamentwicklung



Strategic Foresight, Intelligence, Krisenmanagement



Agenda



Auslöser

Wieso ist die Sichtweise „AI Organization“ relevant?

Beobachtungen

Welche Fakten gibt es im Kontext zu beachten?

Erkenntnisse

Welche Schlüsse gibt es aus den Beobachtungen?

Lösungsansätze

Welche Werkzeuge wurden entwickelt zur Problemlösung?

Hilfsmittel

Verknüpfung mit Standards und Frameworks.

Neues entdecken – Bekanntes anders sehen – Zusammenhänge erkennen



Tauchen wir ein

Auslöser – Empfehlung zur Strukturierung



«Unternehmen konzentrieren sich zu stark auf Use Cases»



**Andreas Horn**
Head of AIOps @ IBM || Speaker | Lecturer | Advisor
1 Woche · Bearbeitet

This FREE directory gives you access to 2.265+ actual GenAI use cases.

These aren't vague ideas or POCs — they're proven enterprise use cases from the world's leading companies. Whatever your business unit — there's a use case for it here. • Perfect for shaping your AI backlog, business case, or OKRs

The Full List (by source):

1. Amazon – GenAI Customer Stories (280+)
<https://lnkd.in/g-GzGaUD>
2. Capgemini – Harnessing GenAI Potential (54)
<https://lnkd.in/gmCuy6i8>
3. Deloitte – GenAI Dossier (73)
<https://lnkd.in/gzjwNz4F>
4. EY – AI Use Cases Suite (15)
<https://lnkd.in/gn4eZnq8>
5. Google – 601 GenAI Use Cases
https://lnkd.in/g_Cx7eD3
6. IBM – Most Valuable AI Use Cases (27)

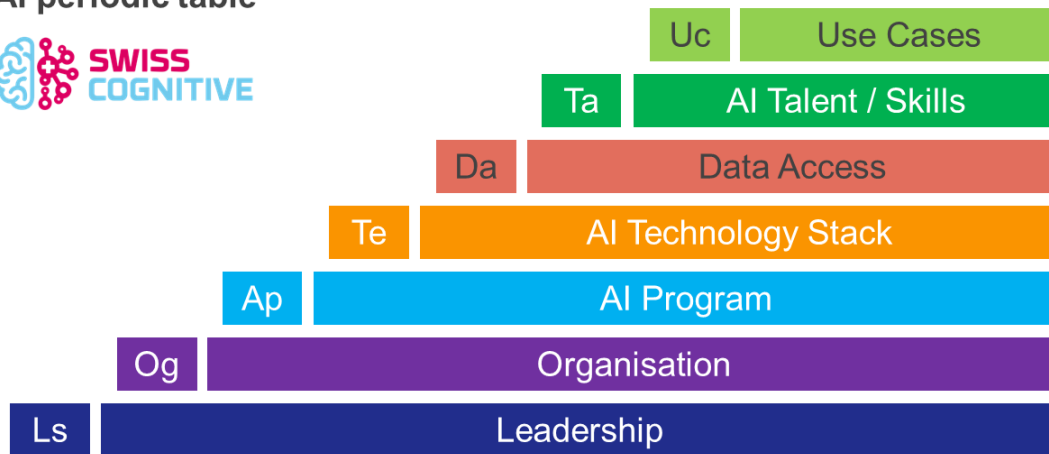
How to use this as a Tech Leader:

- Start with what's proven — not hypothetical
- Align examples to business goals, not just tech hype
- Feed them directly into your GenAI delivery pipeline

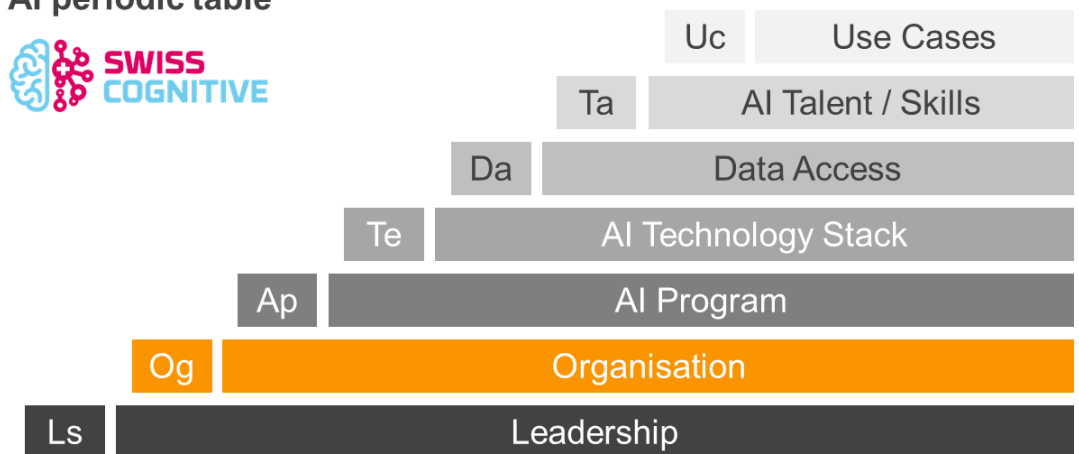
„Use Cases beschreiben das Verhalten eines Systems,
insbesondere die Interaktion zwischen dem System und seinen Anwendern.“

Auslöser – Empfehlung zur Strukturierung

AI periodic table



AI periodic table

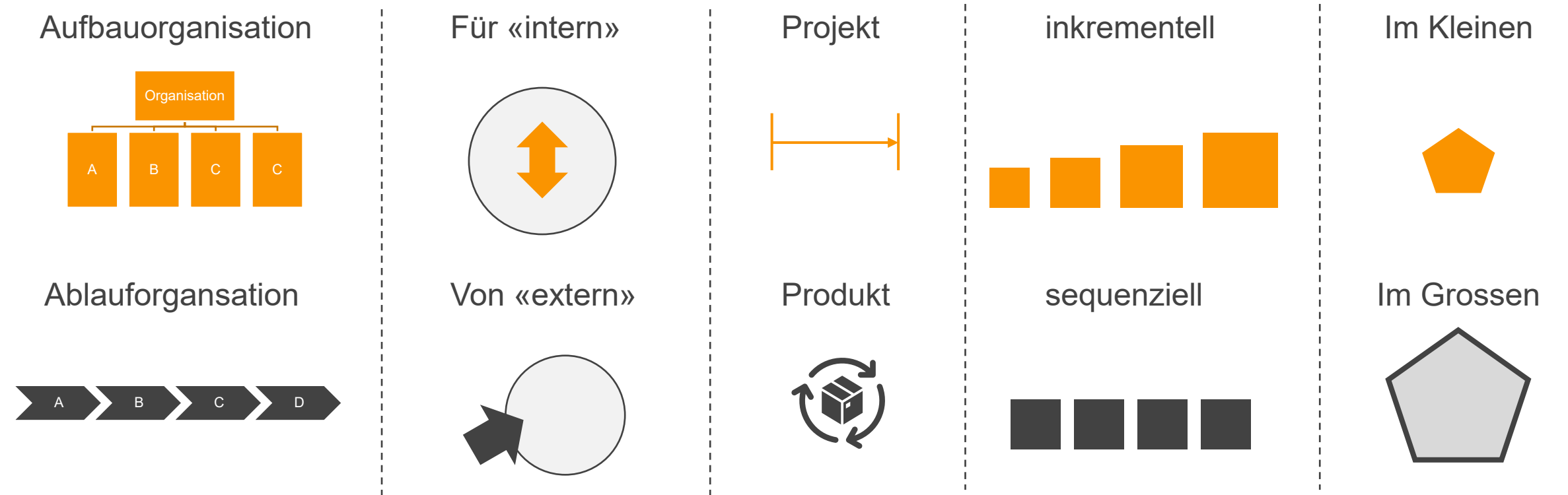


“Organization / ˌɔrgənəˈzeɪʃn/ – An organized group of people with a particular purpose, such as a business or a government department.”

A person with long dark hair, seen from behind in silhouette, stands in front of a large circular viewing window. The window is filled with a dense school of jellyfish, which appear to be glowing with a pinkish-orange light against a deep blue background. The scene is dimly lit, with the primary light source being the jellyfish themselves.

Beobachtungen

Beobachtungen – Organisationen



Es gibt eine Vielzahl von Betrachtungsmöglichkeiten auf „die Organisation“.

Beobachtungen – Methoden & Skills PL

Home » The PMI Blog

Is Your Organization Ready to Start an AI Project?

AI success isn't just about ambition or tools—it starts with data. This guide outlines the five essential foundations your organization needs in place to support a scalable, responsible AI project, from a strong data governance framework and reliable data pipelines to AI maturity models and quality standards.

Written by Kathleen Walsh, CPMI | Ron Schmelzer, CPMI | 3 June 2025



It's tempting to want to jump right into an artificial intelligence project. The potential is

The 5 foundations you must have in place before launching AI projects

1. A strong data governance framework
2. A working, well-understood data pipeline
3. Proactive AI data management
4. Measurable AI data quality standards
5. A clear-eyed AI maturity model

Home » The PMI Blog

7 Essential Skills for AI Project Managers

Artificial intelligence is reshaping the kinds of projects organizations pursue, and the skills project managers need to lead them, including—data literacy, iterative delivery, and trustworthy AI project management.

The unique nature of AI projects

- Data-centric foundations
- Iterative development cycles
- Unclear or shifting goals
- Context-sensitive results
- Sensitive to change over time
- Trust as a requirement



Build the skills to lead AI projects with confidence

In many industries, artificial intelligence is becoming a key driver of innovation. From

The top artificial intelligence skills for project managers

1. Data literacy and awareness
2. Critical thinking and problem solving
3. Trustworthy AI practices
4. Communication across technical and business teams
5. Agile and iterative delivery for AI projects
6. Understanding AI technologies and lifecycle
7. Tool proficiency and hands-on project management

Ausgereifte Publikationen zu Daten- und AI-Projekten sind verfügbar.

Beobachtungen – Projektaufwand

Playbook for Project Management in Data Science and Artificial Intelligence Projects

As our study indicates, there is a lack of “fit for purpose” project management practices for this nascent field. A majority of organizations are applying traditional software development methodologies, including agile, in their existing forms to DS/AI projects. However, these projects are fundamentally different from software development projects, thus presenting organizations with some insurmountable challenges. Our research highlights three principal challenges in current DS/AI project management practices:

FROM OUR FILES ::
The project team at a DS/AI product startup used agile for a year but reported their inability to stick to the cadence of the iteration cycles. They failed to adhere to the duration and frequency of sprints because they needed to experiment with multiple sets of data and models, and deal with the uncertainty of outcomes. The ‘undone’ sprints started demotivating the team because of which they moved to a hybrid methodology.

1. Business teams over-estimate the potential of
their own preparedness to implement them. Current borrowed from other fields like software development for DS/AI projects. There is an inherent need for end these projects, which makes planning and preparation influencing the final outcome. However, what does help some extent is better training of business stakeholders.

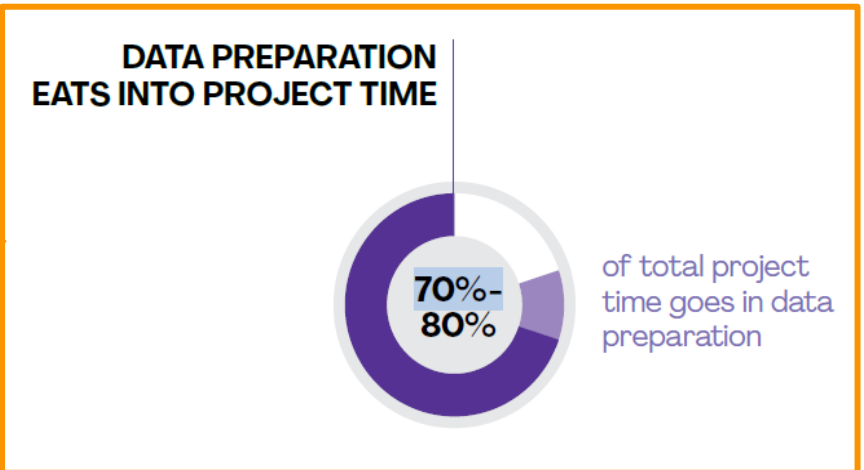


FROM OUR FILES ::
An Indian multinational conglomerate launched a DS/AI project, expecting it to generate high returns. But 3-4 months after deployment, the development team realized that the ROI expectations were unrealistic. This is because ROI was dependent on the usage rate, which was not accurately estimated in the ROI expectation calculation. Questions around end-user behavior and factors influencing usage rate were difficult to determine at the beginning of the project.

2. Organizations struggle with defining and measuring project success. This is partially driven by lack of maturity in adopting the right metrics. Even if an organization adopts appropriate metrics, there is a huge mismatch with their ability to apply the metrics effectively. The situation is further compounded by the fact that DS/AI solutions require continuous model maintenance. This makes it difficult to report immediate results.

3. Data preparation typically takes the largest proportion of time in a DS/AI project. Data preparation could take up to 80 percent of the total project time, a fact that organizations are not often prepared to accept and support their teams with. We found that challenges include the existence of data silos, driven by poor collaboration between teams, and the unavailability of quality data. The latter could be due to the lack of a comprehensive data management strategy in the organization.

DATA PREPARATION EATS INTO PROJECT TIME



Der Aufwand für die Datenbereitstellung kann bis 4/5 des Gesamtaufwands sein.

Beobachtungen – Rollen



Andreas Horn
Head of AIOps @ IBM || Speaker | Lecturer | Advisor
4 Tage · Bearbeitet

Everyone is talking about the jobs AI will REPLACE... BUT what about the NEW roles emerging? 🤖

AI is changing industries at breakneck speed. But this isn't the first time technology has done this. When the Internet or computers emerged, they redefined work. Nearly 70% of today's jobs didn't exist 100 years ago. Innovation doesn't replace, but it just reinvents.

According to this Gartner study: "67% of mature organizations are creating new roles for generative AI, and 87% already have a dedicated AI team."

Here are some of the new roles emerging:

- AI Architect
- Head of AI
- AI Developer
- AI Product Manager
- Knowledge Engineer
- Model Manager
- Model Validator
- AI Risk & Governance Specialist
- Prompt Engineer
- AI Ethicist
- Data & AI Translator
- Chief AI Officer
- ... and many more.

How to adapt to this changes?

Start learning AI now! Understand the basics of AI and experiment with AI tools in your domain. Keep learning — AI evolves every day!

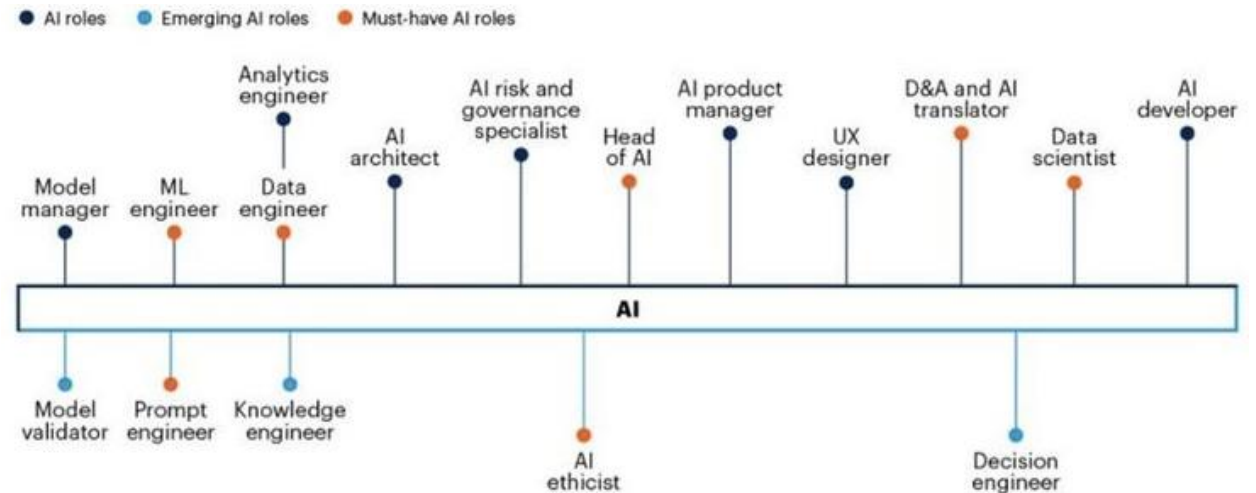
In my opinion: AI is bringing a lot of challenges, but also new opportunities for people who are ready to adapt! It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.



Andreas Horn

Head of AIOps @ IBM || Speaker | Lecturer | Advisor
4 Tage · Bearbeitet

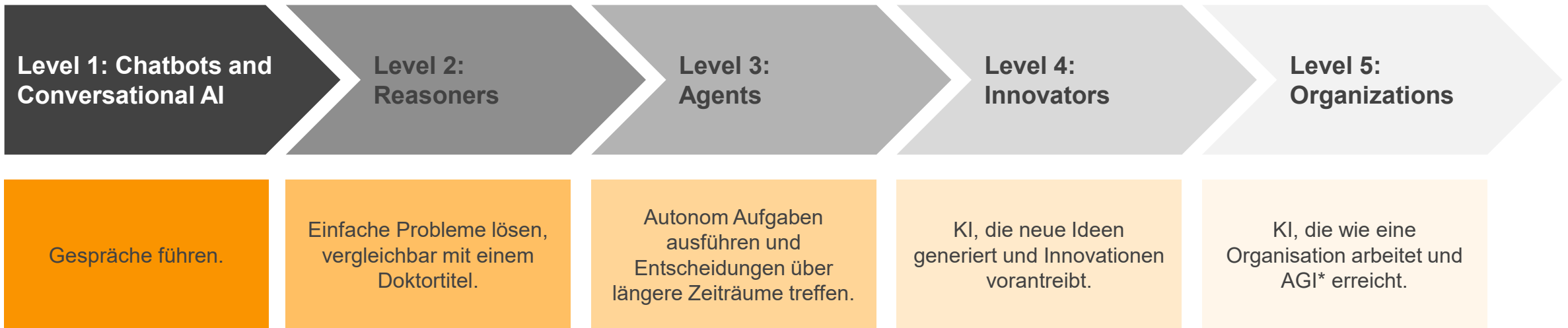
Here are some of the new roles emerging:



Source: Gartner

AI kommt mit einer Vielzahl (neuer) Rollen für eine Organisation.
Frühzeitiges Auseinandersetzen damit ermöglicht den Umgang mit Weitblick.

Beobachtungen – Weiterentwicklung



„This five-level framework, disclosed to employees during a recent staff meeting, aims to enhance public understanding of AI development and its associated safety implications”.

Beobachtungen – Geschwindigkeit

Time to Reach 100M Users

Months to get to 100 million global Monthly Active Users

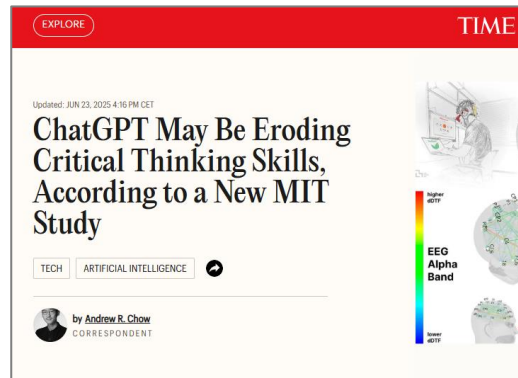
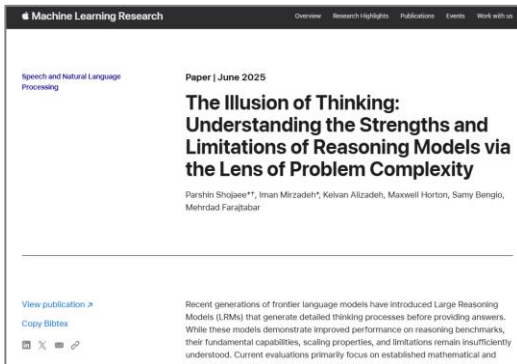


«It might take just 10 or 20 years to get from the AI amoebas of today to AI T-Rex in 2040 or 2050 maybe even less. »

- Yuval Noah Harari

Die Geschwindigkeit der Adaption steigt stetig.

Beobachtungen – kritische Stimmen



Addressing the High Rate of Failure of AI Projects

Context: High Failure Rate of AI Projects

Despite the transformative potential of artificial intelligence (AI), most AI initiatives do not meet expectations. Research consistently shows that 80% or more of AI projects fail to deliver the promised impact or never move beyond prototypes. These failures are not usually caused by the underlying AI technology itself but rather by how AI projects are planned, managed, and aligned to real business needs.

Gartner Predicts 30% of Generative AI Projects Will Be Abandoned After Proof of Concept By End of 2025

SYDNEY, Australia, July 29, 2024

Kritische Stimmen gibt es viele.

Erkenntnisse



Erkenntnisse – Charakteristika



Ziel:
Kein Konsens



Weg zum Ziel:
Kein Konsens



Veränderung:
Erkennbare Logik



Charakter:
Cross-funktional



Disruptiv:
Business Modelle

komplexe Problemstellung

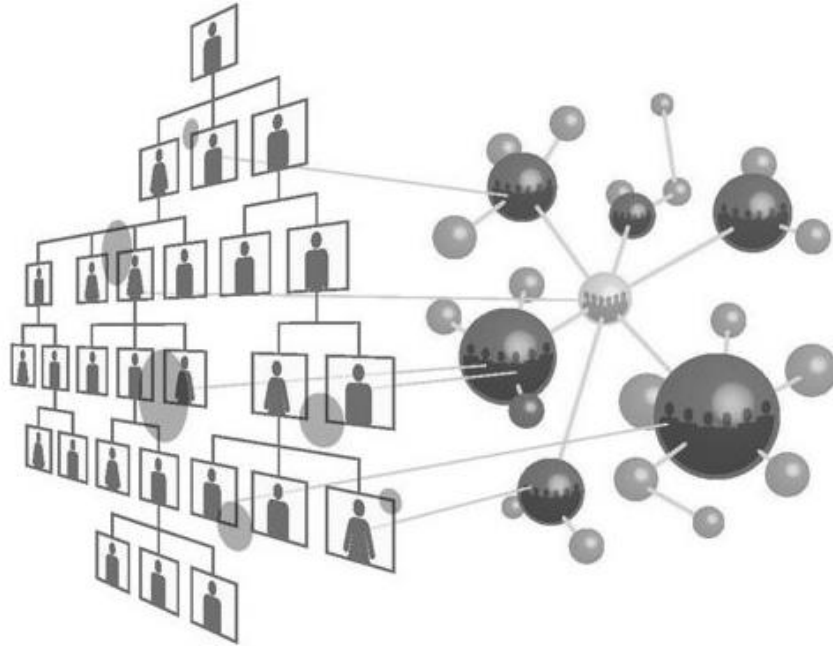
AI bedeutet für Organisationen eine komplexe Problemstellung mit erkennbarer Logik, cross-funktionalen Abhängigkeiten und Potential für Disruption bis zum Business Modell als Fundament der Organisation.

Erkenntnisse – Knowns vs Unknowns



Es gibt gesamthaft sehr viel Unbekanntes.
Dieser Umstand muss für die organisationalen Aspekte berücksichtigt werden.

Erkenntnisse – System

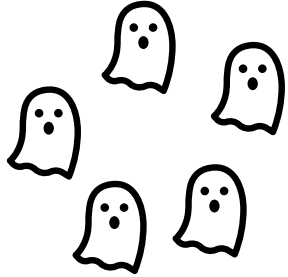


Dual Operating System (Kotter)

- Die hierarchische Organisation wird mit einer netzwerkartige Struktur ergänzt.
- Formen können Projekte, Vorhaben etc sein.
- Bestehen formell oder informell.
- Systeme ergänzen oder konkurrenzieren sich.

“When left to themselves, components can become selfish, competitive, and independent profit centers capable of undermining and destroying the system.” – W. Edwards Deming

Erkenntnisse – Konfliktpotential



Die Geister der Vergangenheit...

...Datenqualität.

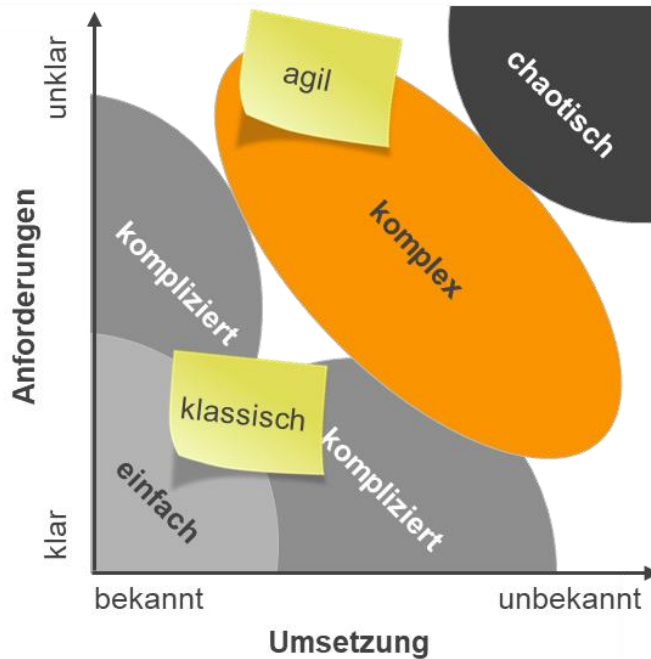


**Input = Output ist für AI besonders ausgeprägt.
Achtung Ressourcenaufwand. Potential für Friktionen mit den Stakeholdern.**

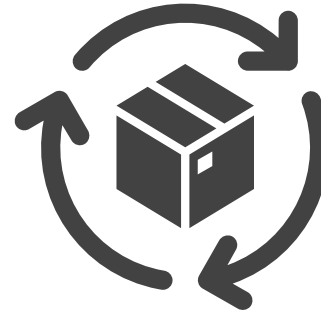


Lösungen

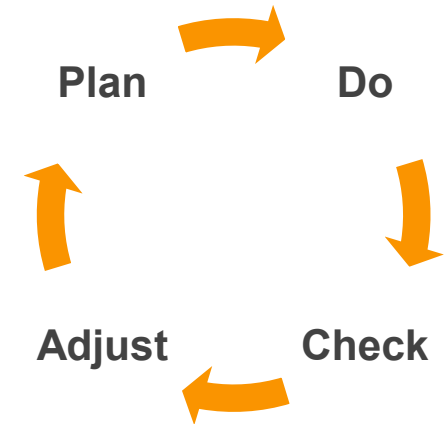
Lösungsansatz – Zyklische Vorgehensweise



Zyklische Vorgehensweise



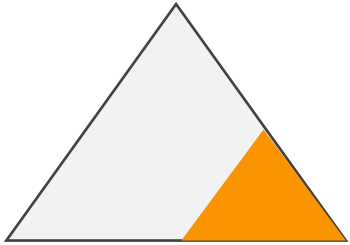
Deming cycle



Eine zyklische Vorgehensweise ermöglicht eine inkrementelle Wertschöpfung und die Justierung auf das Ziel in regelmässiger Kadenz.

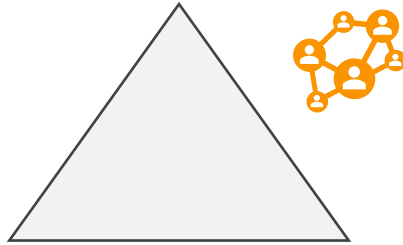
Lösungsansatz – Startpunkt Organisation

1



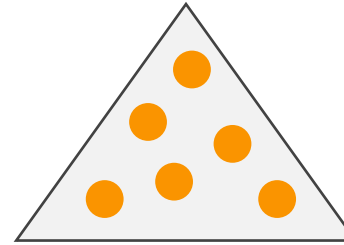
Test in einer Abteilung
der Organisation

2



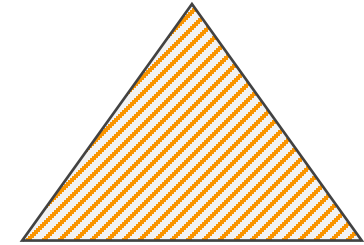
Neue Organisation
ausserhalb der beste-
henden Organisation

3



Experimente Inner-
halb der gesamten
Organisation

4

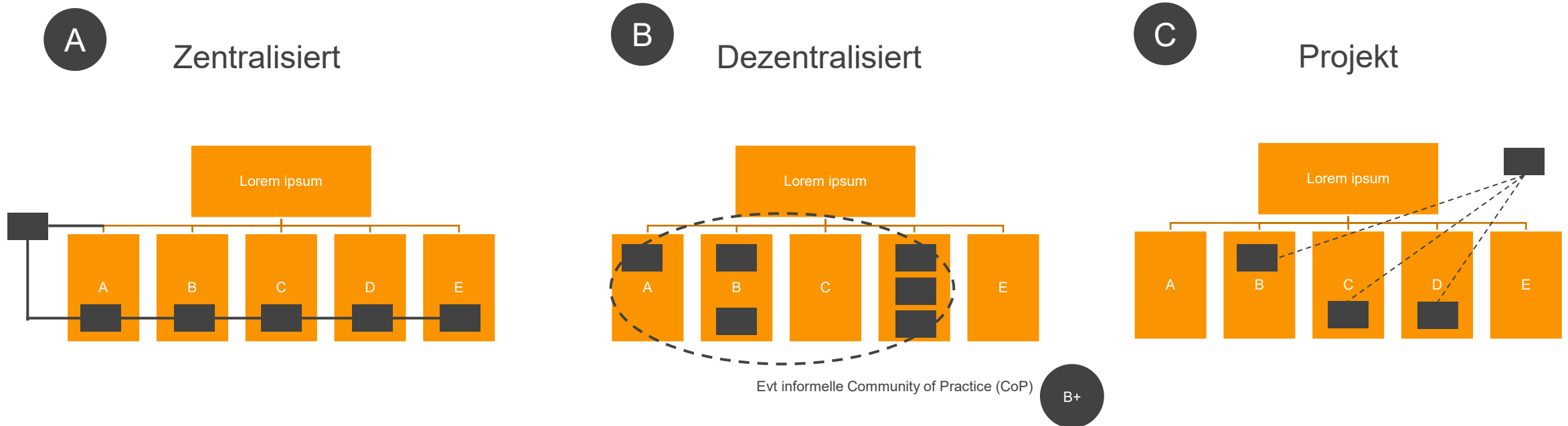


Praxis innerhalb
der gesamten Orga-
nisation einführen

Der Entscheid für eine Vorgehensweise ist die Basis zur Evaluation der Steuerungsmöglichkeiten.

Lösungsansatz – Führung & Steuerung

Auswahl, nicht abschliessend – vereinfachte Darstellung

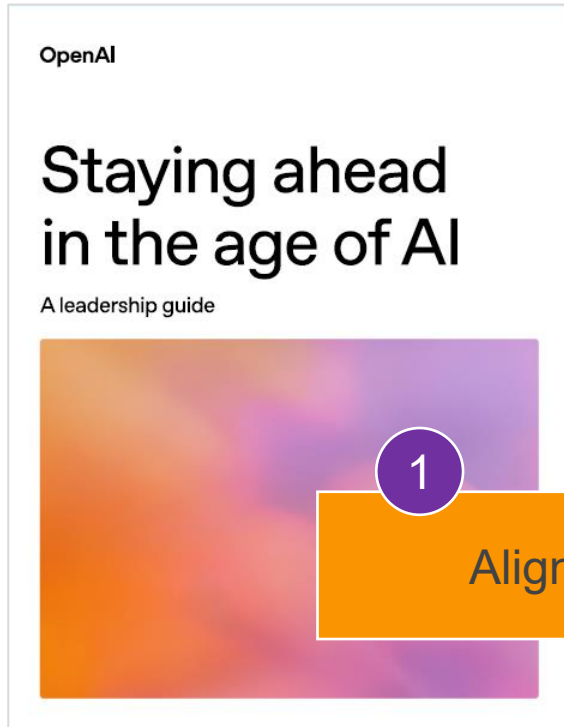


Die kritischen Fragen sind: Weisungsbefugnis & Rapportierungspflicht
Rollen – Zeremonien – Artefakte

Hilfsmittel



Hilfsmittel – Mitarbeitende befähigen



“One of the questions we hear most is how to keep up, enable employees to adopt AI, and build an AI-first organization.”



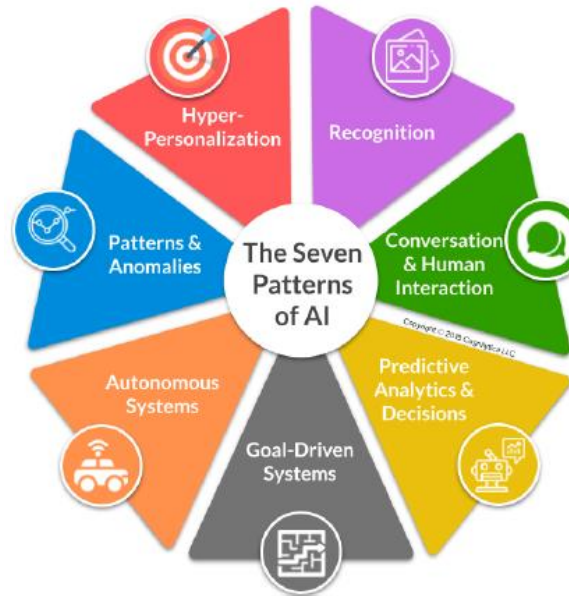
“AI adoption is moving faster than most leaders ever imagined. Staying ahead is about creating the right conditions for your people and teams to adapt with confidence.”

Hilfsmittel – Methodik CPMAI

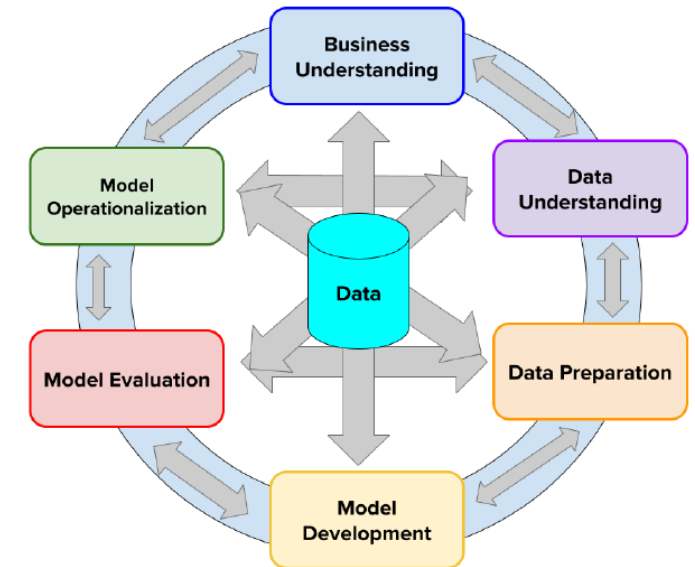
Basis für eine erfolgreiche Durchführung von AI-Projekten

1. Ausrichtung auf Geschäftsziele und ROI
2. Ordnungsgemäße Datenaufbereitung und –verwaltung
3. Robuste Modellbewertung und Operationalisierung
4. Iterative Entwicklung zur Anpassung an sich ändernde Daten und Anforderungen

7 Patterns of AI

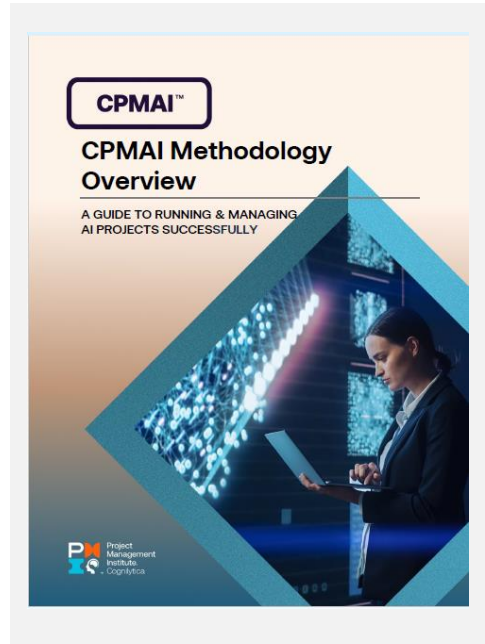


6 Phases of CPMAI



“Most often, it’s not the technology or the talent that causes AI projects to fall short – it’s the lack of a repeatable, structured approach tailored to AI’s unique complexities.”

Hilfsmittel – Schlüsselrollen in Projekten



1
Project Manager
/ AI Project Lead

2
Business Analyst
/ Domain Expert

3
Executive
Sponsor

4
Data
Engineer

5
MLOps /
DevOps Engineer

6
Data
Scientist

“Most often, it’s not the technology or the talent that causes AI projects to fall short – it’s the lack of a repeatable, structured approach tailored to AI’s unique complexities.”

Hilfsmittel – Schlüssel-Rollen Transformation

- Project Execution
- Governance
- Standards Adherence
- Resource Management



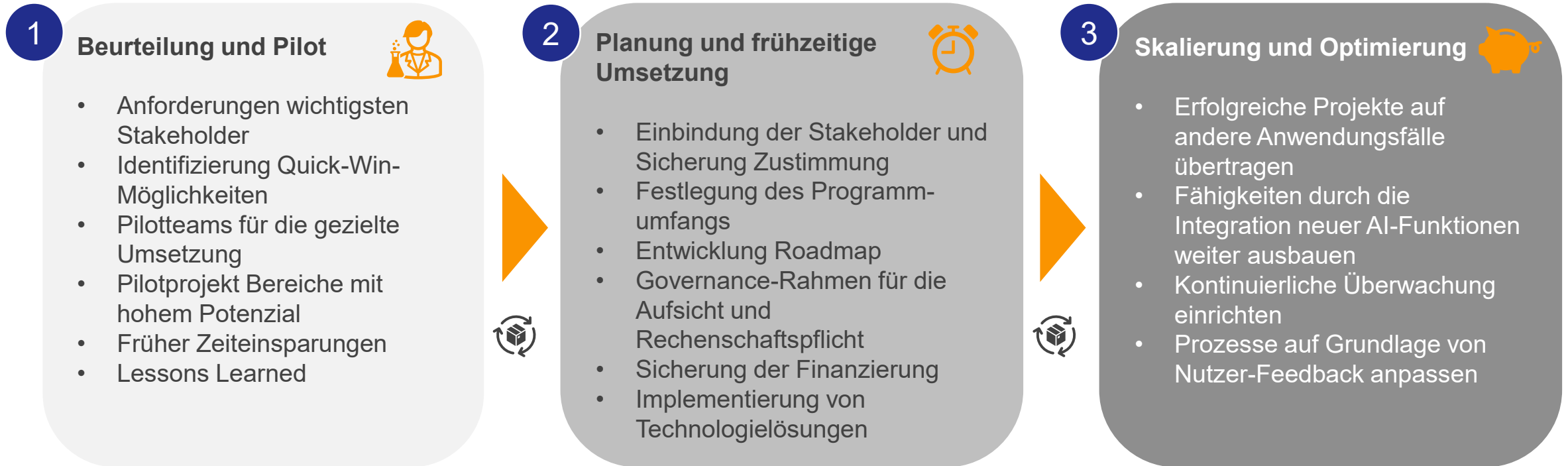
- Strategic Alignment
- Benefits Realization
- Change Management



- Project Management
- Successful Execution
- Stakeholder Alignment

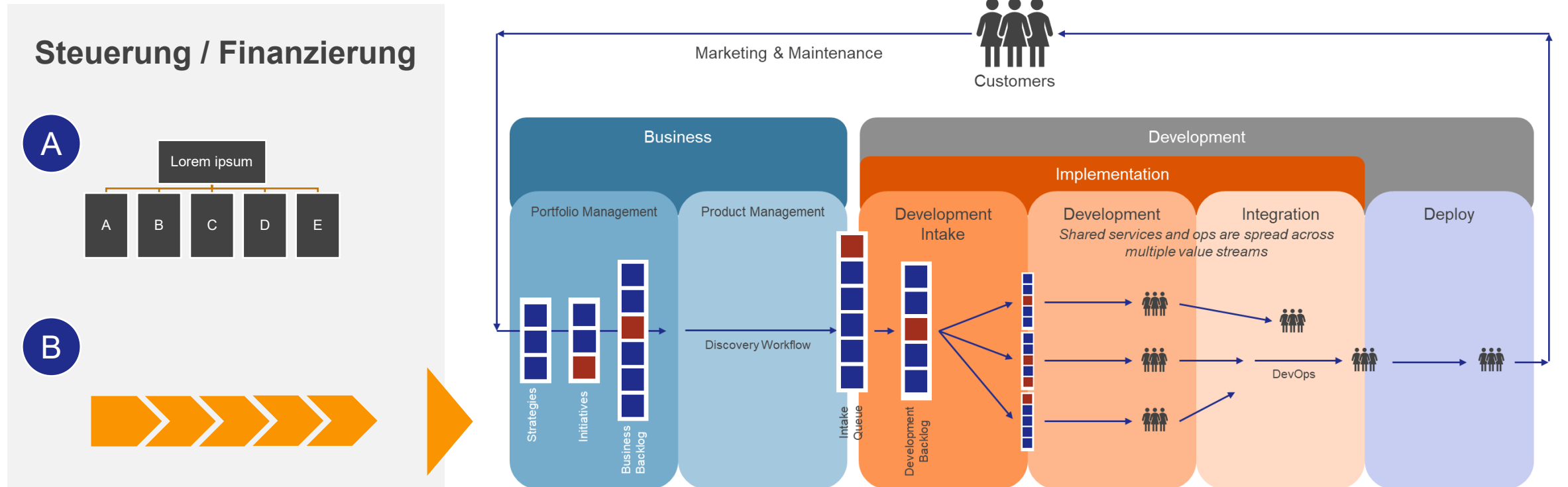
Eine Transformation bedeutet eine Palette von Aufgaben. Zur Verteilung dieser Aufgaben bieten sich das Minimum von drei Rollen an. Diese können von einer Person, oder einem Gremium besetzt werden.

Hilfsmittel – Vorgehen zur Skalierung



**Durch ein schrittweises Vorgehen kann der Einfluss der Skalierung auf die Organisation begrenzt werden.
Achtung: Ungewollte Schockwirkung(en) abfedern.**

Hilfsmittel – Value Stream Management

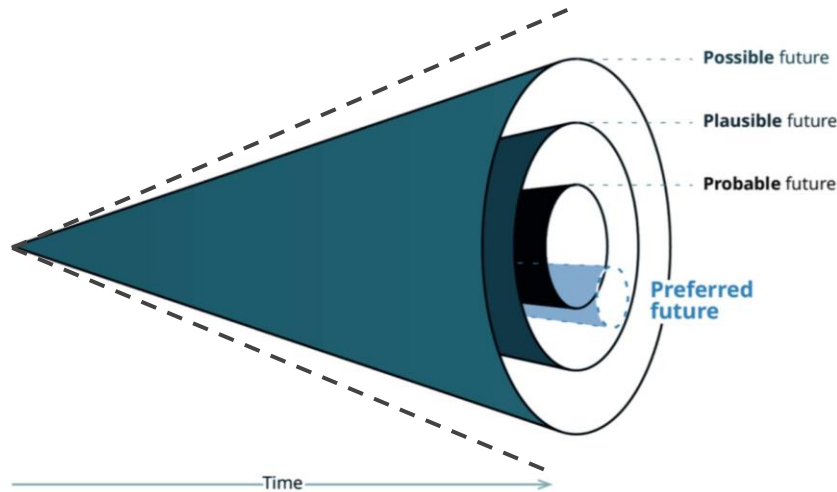


Der idealisierte Value Stream zeigt, wie die Wertschöpfung von einer Idee über das Portfoliomanagement, das Produktmanagement, die Warteschlange, das Backlog über die Integration in das Deployment fließt.

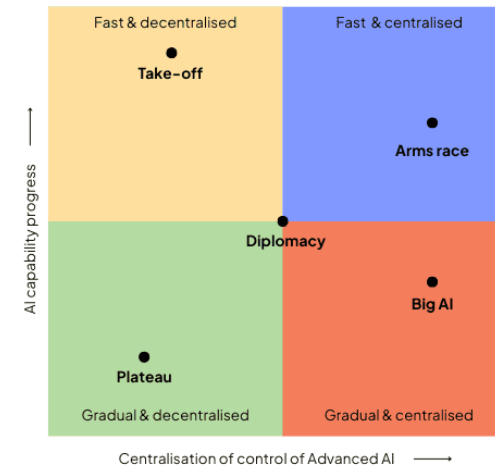
Hilfsmittel – Antizipation der Veränderungen

Hinweis
2. Präsentation
E-Days
05.09.2025, 16h

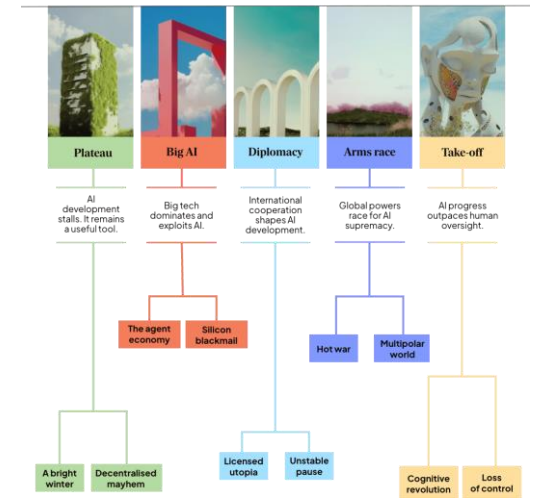
The Cone of Plausibility



Possible futures: Core scenarios



Five Futures for AI: 2025 - 2032



«Es gibt keine günstigen Winde für denjenigen, der nicht weiß, wohin er gehen will.» (Seneca)

Danke für die Aufmerksamkeit,
hoffentlich waren einige Take-
aways dabei :-)

Q & A

