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Harmonise Governance and Agility — with AI and a Future-Proof PPM Model
Dr.Arnis Leikarts (Latvia)

HARMONISE GOVERNANCE AND AGILITY — WITH AI AND A FUTURE-PROOF PPM MODEL

DR. ARNIS LEIKARTS (LATVIA)

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Strategic advisor and senior portfolio leader with 25+ years' experience delivering transformation through project, program, and portfolio excellence.

Enabling CxOs to restore clarity, performance, and results in complex, cross-functional project landscapes.

ABOUT DR.ARNIS LEIKARTS

Education:

Experience:

Activities:

EduLink:

Mentoring:

Business Advisory Council

AGENDA

1. Challenges in Project Portfolio Management
2. The Role of PMOs in Evolving PPM
3. Case Study: Siemens PPM Transformation & AI
4. Link to SDG 9: Sustainable Innovation & Infrastructure
5. Future Outlook

KEY CHALLENGES IN PPM

AI IS ALREADY TRANSFORMING PROJECT WORK

Artificial Intelligence (AI) has been influencing how projects are executed and reshaping the project managament role for quite some time.

According to research by the Project Management Institute (PMI), this influence is expected to increase significantly in the future.

21%
of respondents say they are using AI

82%
Of senior leaders say AI will have at least some impact in projects

91%
believe AI will have at least a moderate impact on the profession

Source: Shaping the Future of Project Management With AI: Charting Your AI Upskilling Journey with AI. PMI Report (2023)

KEY CHALLENGES IN PPM (CONT.)

1. **Misalignment with Strategy**
   - 35% of organizations report not having strong alignment of initiatives and projects that directly deliver against strategy *(PMI, 2018)*
2. **Issues with Prioritization & Resource Constraints**
   - 65% of executives cite poor resource allocation as a reason for project failures *(Deloitte, 2023)*.
3. **Governance vs. Agility Dilemma**
   - PMOs often viewed as bureaucratic, hindering rapid execution *(Simard, M., & Aubry, M. (2024)*
4. **Lack of Data-Driven Decision-Making**
   - Many organizations still rely on intuition instead of AI and analytics (*Gartner, 2022*).

THE ROLE OF PMO IN EVOLVING PPM

1. Hybrid PPM Models

- Combining Agile execution with traditional governance
- Example: Scaled Agile Framework (SAFe), Disciplined Agile Delivery (DAD)

2. Dynamic Portfolio Prioritization

- Using AI and analytics for real-time decision-making
- Moving away from static annual planning

THE ROLE OF PMO IN EVOLVING PPM (CONT.)

3. PMOs as Strategy Facilitators

- Shift from compliance-focused to value-driven roles *(PMI,PWC,2022)*
- Lean PMO approach

4. Sustainability in Project Portfolio Management

- Integration of innovation and sustainability criteria in project selection
- Alignment with UN SDG 9

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI

Challenges Siemens Faced

- **Overloaded Project Pipeline**: Too many parallel projects diluted focus and ROI.
- **Bureaucratic PMO Structure**: Slowed down decision-making.
- **Misaligned Projects:** Not all projects clearly supported long-term strategic goals.
- **Limited Predictive Capabilities:** Risk assessments and value forecasting were reactive.

Multiple sources: Siemens Annual Reports; Sustainability Reports; Case Studies, The Inside-TheTransformation magazine of Siemens Global Business Services

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI (CONT.)

Transformation Approach

Siemens initiated a PPM transformation integrating Industrial AI and Lean PMO principles.

Key actions:

1) **AI-Enhanced Decision Support Systems**
2) **Dynamic Portfolio Prioritization**
3) **Lean PMO Implementation**
4) **Digital Twin Simulations**

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI / TRANSFORMATION APPROACH

1. AI-Enhanced Decision Support Systems

- Integrated real-time operational, financial, and R&D data.
- Machine learning models assessed strategic alignment and predicted outcomes (cost, impact, time).

Pic.Source: https://www.projectmanagement.com

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI / TRANSFORMATION APPROACH (CONT.)

2. Dynamic Portfolio Prioritization

- AI reprioritized initiatives based on changing external factors:
  - supply chain
  - market trends
  - geopolitical risks

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI / TRANSFORMATION APPROACH (CONT.)

3. Lean PMO Implementation

- Reduced bureaucracy and focused on value delivery.
- PMOs evolved from controllers to strategic advisors.

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI / TRANSFORMATION APPROACH (CONT.)

4. Digital Twin Simulations

- Used for portfolio scenario analysis, helping visualize future outcomes based on investment choices

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI / RESULTS

Results

Metric	Before AI & Lean PMO	After Transformation
Project Failure Rate	High	↓ by 30%
Time-to-Decide on Project Changes	Weeks	Days
R&D Strategic Alignment *(by budget %)*	~55%	>80%
PMO overhead costs		↓ by 20%
Innovation cycle time		↓ by 25%
AI-based Portfolio Decisions	None	~50% of decisions

CASE STUDY: SIEMENS – TRANSFORMING PPM WITH INDUSTRIAL AI / WHY IT MATTERS?

This case proves that:

- Industrial AI is not just a tech upgrade — it's a business transformation enabler.
- PPM can evolve into a real-time, intelligent system aligned with innovation and sustainability.

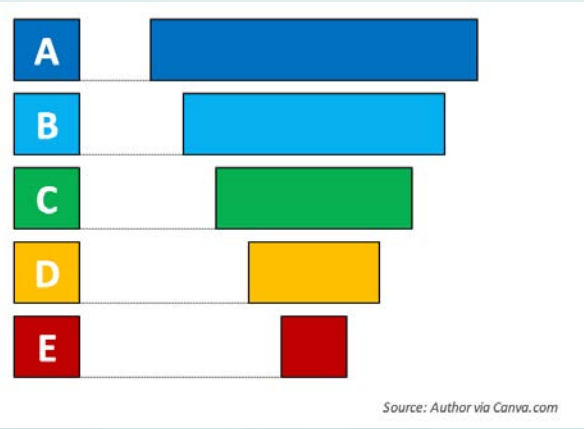
"We moved from project control to project enablement — where our PMOs became strategic drivers empowered by AI insights."

LINK TO SDG 9: SUSTAINABLE INNOVATION & INFRASTRUCTURE (CONT.)

PicSource: Eurostat

Project Portfolio Management's Role in SDG 9

- **Resilient Infrastructure:** Prioritizing projects that enhance industrial resilience.
- **Innovation-Driven Growth:** Reducing bureaucratic barriers to encourage innovation.
- **Sustainable Industrialization:** Ensuring long-term economic and environmental impact.



Source: Author via Canva.com

LINK TO SDG 9: SUSTAINABLE INNOVATION & INFRASTRUCTURE

PicSource: Eurostat

AI INTEGRATION BOOSTS SUSTAINABILITY OUTCOMES DRAMATICALLY

Success hinges on three enablers: skilled project leaders (64% feel equipped vs 15% laggards), strong data foundations (45% vs 20% confidence), and strategic alignment (51% vs 16% have AI-sustainability in core strategy).

64%

of Leaders say leadership is fully prepared with the skills needed to effectively use AI for sustainability initiatives vs. 15% of Laggards.

51%

of Leaders prioritize AI-driven sustainability, embedding it into their core strategy vs. 16% of Laggards.

45%

of Leaders are very confident in their data readiness, the foundation for effective AI deployment, vs. 20% of Laggards.

Source: Sustainability in the Age of AI: The Integration Imperative. PMI Report (2025)

FUTURE OUTLOOK & SUMMARY

The Future of PPM will lie on:

- Hybrid PPM Models balancing agility and governance
- AI-powered portfolio decision-making
- PMOs as facilitators of business impact
- Increased focus on sustainability and long-term value
- Continuous learning loops within portfolio teams to rapidly adapt strategies and optimize value delivery amid changing market and organizational dynamics

THANK YOU FOR YOUR ATTENTION!

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- Portfolio health diagnostics and turnaround strategies
- Governance models for agile and complex environments
- Strategic program design, ERP and transformation oversight
- Leadership in high-stakes, multi-country projects