GenAI in Action: Lessons from an EPMO's Experimental Journey [1, 2, 3, 4]

By Greg Saunders

Introduction

OpenAI made generative artificial intelligence available to all on November 30, 2022 when it launched ChatGPT (chat-based generative pretrained transformer). Since then, individuals, businesses, and governments have striven to leverage GenAI's features to increase productivity and efficiency while protecting their own information and market advantages.

Project managers and project management offices (PMOs) seek the same productivity and efficiency gains, but how do they get them? One approach is having regular meetings for project managers (PM), business analysts (BA), and enterprise PMO leaders to discuss the trends, merits, and use of GenAI in the project management domain. One EPMO held over twenty-five semi-monthly discussion sessions on how to incorporate GenAI into its operations. They tested GenAI features such as project-management GenAI prompts for business cases, charters, schedule analysis, critical path identification, requests for proposal; wrestled with GenAI contentious points including Massachusetts Institute of Technology (MIT) integrating computers with the human brain, GenAI-enabled destructive weapons—armed robot dogs, how to use GenAI to keep our jobs; and discovered how to leverage GenAI features for their company, profession, and career.

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[1] *Editor's note: Second Editions are previously published papers that have continued relevance in today's project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. This paper was originally presented at the 17th UT Dallas PM Symposium in May 2025. It is republished here with the permission of the author and conference organizers.*

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[3] The views presented in this paper are those of the author and do not necessarily represent the views of the U.S. Department of Defense or its Components. Other than this paper's title, GenAI was not used to generate this paper.

[4] Greg's live presentation at the May 2025 UT Dallas PM Symposium can be viewed at https://www.youtube.com/watch?v=xojunipSWH4

As generative artificial intelligence (GenAI) complements project managers and business analysts, PMs, BAs, PMOs, EPMOs, and companies, all of them need to adopt AI-related best practices and change their cultures to leverage them. Starting with Project Management Institute's best practices for leveraging GenAI, anyone attempting to leverage GenAI can build on that foundation and tailor-build an approach for adopting GenAI to his/her context.

Best Model to GenAI-Assisted Project Management

While not the only model available to implement GenAI-assisted project management, Figure 1 on page 2 shows PMI's® GenAI Hybrid Model (Project Management Institute, 2024). This Hybrid Model offers an approach that guides users on how to approach scenarios that would benefit greatly from GenAI, scenarios that still require a great deal of human interaction, and scenarios between the two.

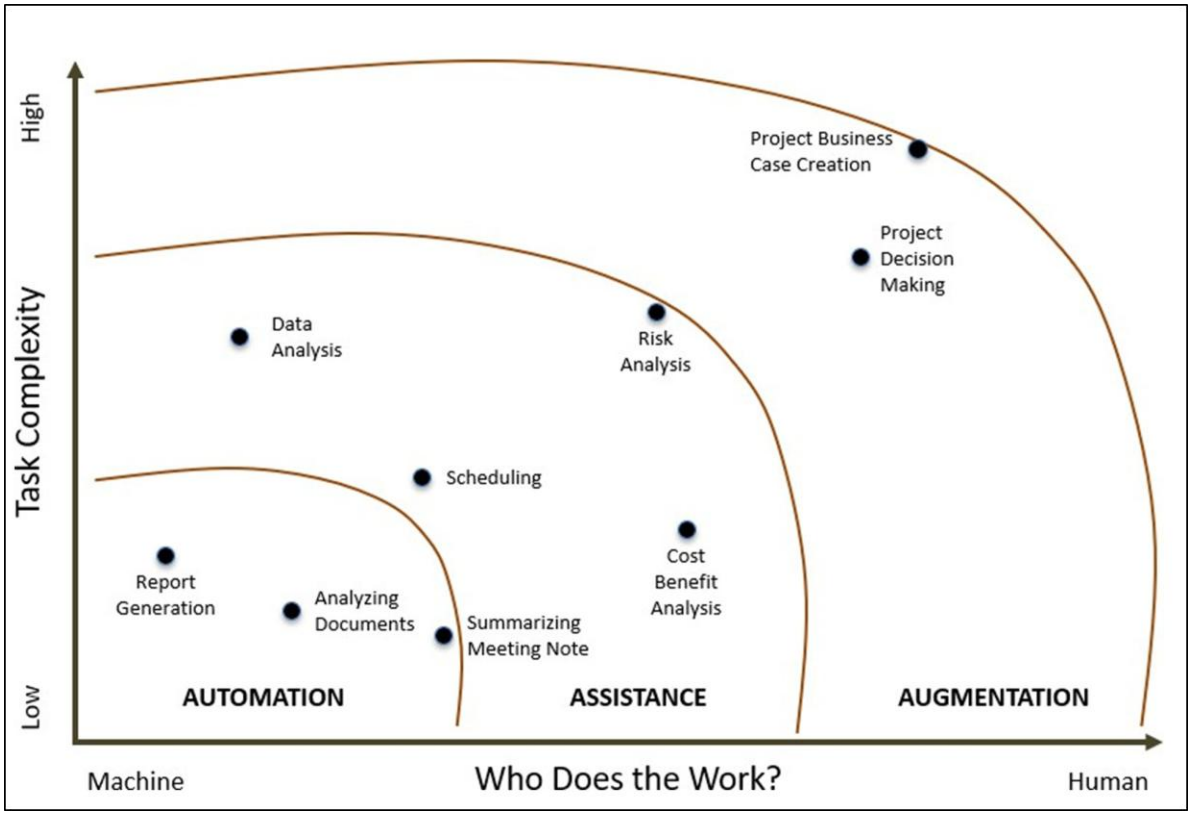

Figure 1: PMI's® GenAI Hybrid Model

The model's vertical axis deals with the task complexity and its horizontal axis suggests the entity, machine or human, that should do the task. On the far left, machine-based automation

is preferred since a GenAI system will conduct analysis repeatedly and error-free without tiring, becoming bored, or getting distracted. On the far right, a human is necessary due to the nuance involved in the type of work and the need to consider other contextual information such as non-published goals or personnel relationship issues that only humans know.

The other GenAI accelerator PMI® offers is a combination of its GenAI Canvas and course called **Generative AI Overview for Project Managers** (Project Management Institute, 2024). Its GenAI Canvas offers an 8-step, multi tool process guide to improve GenAI project outcomes (Figure 2).

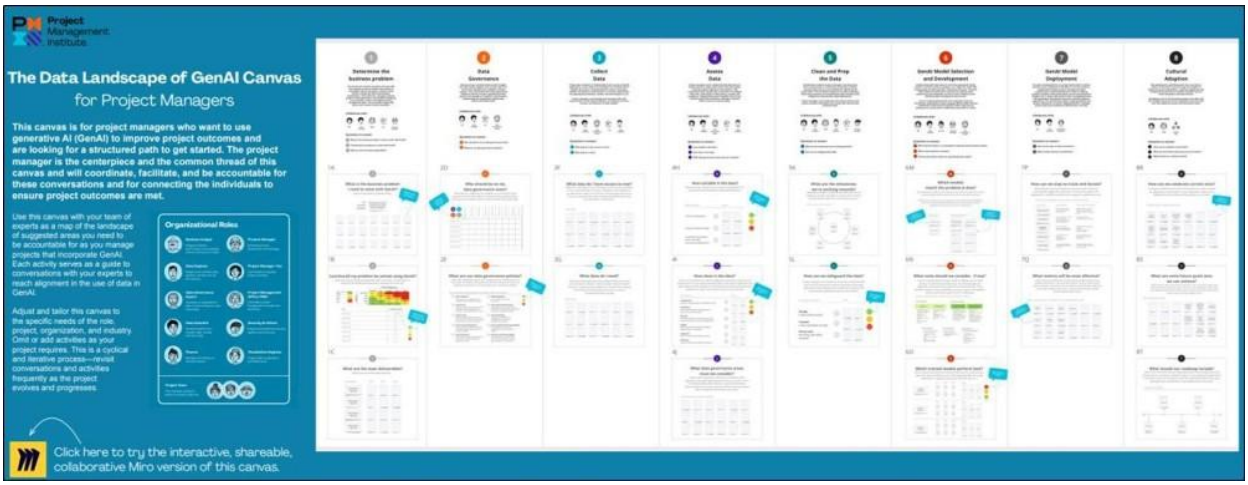

Figure 2: GenAI Canvas

PMI®'s **Generative AI Overview for Project Managers** course covers five modules which are foundational to using and implementing GenAI. As of April 2025, this course does not require a PMI® membership. The modules are (Project Management Institute, 2024)

1. **Introduction to GenAI**. Take a glimpse into GenAI, how it can enhance project outcomes, and considerations when using GenAI in your work.
2. **Enhancing PM with GenAI.** Identify ways GenAI can help enhance your work across the three areas of the PMI Talent Triangle. Enhance your Ways of Working, Business Acumen, and Power Skills with the help of GenAI.
3. **Voice of the PM.** Hear from three project managers who use GenAI to enhance their work by letting AI do the leavy lifting for resource allocation, scheduling, planning, documenting, resource demand predictions, risk logs, cost estimations, and more.
4. **ChatGPT Lab.** Learn to leverage ChatGPT and other LLMs for more effective responses. Explore different tasks and how you can use GenAI to solve them and download the Prompt Engineering Guide for a deep dive.
5. **AI Tool Library.** Explore GenAI Tools that will help you in your day-to-day project needs.

Set aside some time to experiment with them to improve and enhance your work.

PMI® offers several tools and training courses to its members to help them enhance their GenAI skills, accelerate their project delivery, and increase the value they provide to their companies and clients. An EPMO with ~90 programs and projects with budgets totaling approximately to a half billion dollars walked through many of the PMI® tools. In the following sections you will read about its agenda topics, GenAI discussion ideas, and motivating EPMOs and team members to adopt GenAI.

Progressive Topic Framework

The GenAI topics fall into a framework of three progressive categories: foundational, journeyman, and experiential. The Foundational Category aims at providing the team a common understanding of and vocabulary for GenAI. The journeyman category targets getting the team the tools, access, and skills to use GenAI. The experiential category moves to inspiring members to share and build on each other's successes, failures, and lessons learned from both to apply GenAI more effectively in the context of PMO, EPMO, company, or client.

Foundational

1. GenAI restrictions of the company or client (mandatory to protect privacy and proprietary information)
2. Example of Dos and Don'ts of GenAI from the company or client
3. How to write GenAI prompts

Journeyman

1. Who's the Better PM: AI or Humans?
2. GenAI Prompts Across PMI®'s Ten Knowledge Areas
3. Where Do Humans Stop and Computers Start? Integrating computers into the brain
4. GenAI-Assisted PowerPoint Guide
5. GenAI Image Generation
6. GenAI Adoption Rate

Experiential

1. Deep Fakes
2. International Translator
3. GenAI Ethics
4. Digital Twins
5. How the EPMO Can Apply GenAI

GenAI Discussion Ideas and Examples

The Foundational category serves a hurdle for the two that follow it: Journeyman and Experiential. Without the foundation it is not wise to proceed to the other categories due to risk to private and proprietary information. Using GenAI without knowing your employer's or client's policies can lead to consequences such as termination of employment, breach of contract, or civil liability due to unauthorized disclosure of protected information.

After completing the Foundational section, the EPMO members will have a baseline understanding of GenAI and GenAI terms. The next step is to start the Journeyman section to broaden the team's understanding of GenAI and give examples of how the PM discipline is using it. During this phase it is good practice to draw the EPMO members in by regularly asking for, giving the floor to members, and showcasing how they have applied GenAI in their professional, within approved policies, and personal lives. As more discussion meetings occur, solicit GenAI topics from the attendees. When a member offers articles that fit into your context, work them into content, attribute them to the suggester, and let the suggester present part or all the suggested content.

In addition to getting buy in by showcasing members' GenAI ideas, a major builder of buy in is experience with it. This can happen in Journeyman meetings but necessarily must happen in the Experiential meetings.

The example EPMO held over 25 bi-weekly GenAI discussion meetings. The following are highlights from all three categories for adaptation to your context.

Foundational

Each company or client will or should have its set of GenAI policies stating what can and what cannot be entered into a company-owned or public GenAI site such as ChatGPT or PMI Infinity. In general, for both professional and personal topics, some restrictions need to be in place. A GenAI tool captures the prompt a user enters and stores its details for future responses and potentially to build a profile on your employer or you personally to sell to or share with other entities.

While GenAI is an excellent source of information, organizing thoughts, or attempting to solve problems, but unless you are paying for and using private GenAI, anything you enter into the

GenAI becomes part of the GenAI's large language model (LLM) and will potentially be shared in a GenAI's response to another user's prompt about your company or you personally. The best practice is to use sanitized prompts on non-private GenAI. An example of sanitizing a mock un-sanitized prompt follows.

Un-Sanitized Prompt: As a director-level product owner in the privately held Widget Company founded in 1948 that has $80M in annual sales and needs to implement an enterprise resourcing planning solution to enable a 15% annual growth while at the same time reducing SG&A by 10%, provide evaluation criteria for assessing both an ERP solution and ERP implementers, their expected implementation costs and annual costs, and the pros and cons of both ERP solutions and using an ERP implementer.

Sanitized Prompt: As a ~~director-level~~ product owner in ~~the privately held Widget Company~~ founded ~~in 1948~~ post WWII that has ~~$80M~~ $200M or less in annual sales and needs to implement an enterprise resourcing planning solution to enable ~~a 15%~~ annual growth while at the same time reducing SG&A ~~by 10%~~, provide evaluation criteria for assessing both an ERP solution and ERP implementers, their expected implementation costs and annual costs, and the pros and cons of both ERP solutions and using an ERP implementer.

Even using sanitized prompts on public GenAI tool will not disassociate you from the prompt since GenAI tools such as ChatGPT require you to have an account. That account stores your prompts, your prompts' details, and your follow-up prompts on the same topic and associates them with you.

To find the company's or client's GenAI policy and restrictions, depending on the size of the company or client, sources vary from the CIO to the Security Manager to Legal to the client's terms and conditions. To get a working knowledge of how to use GenAI within your employer's policy and restrictions, and some provocative examples of prompts, PMI® and LinkedIn Training offer great courses, shown below.

1. PMI®'s ChatGPT Lab in its **Generative AI Overview for Project Managers** course provides both PMI® members and non-members a Prompt Engineering Guide. It specifies the following prompt
    a. EXAMPLE FORMAT: Act as a {role}. {Question} with {action} using a {tone}.
    b. EXAMPLE: Act a senior IT project manager for every question that follows and answer with quantifiable results using a personal tone.

2. How to write GenAI prompts (**How to Research and Write Using Generative AI Tools** by Dave Briss, *https://www.linkedin.com/learning/how-to-research-and-write-using-generative-ai-tools/meet-your-ai-creative-collaborator?u=73509722*)
3. Without a LinkedIn Training license, you may search the Internet for a no-cost course or article such as **The Perfect Prompt: A Prompt Engineering Cheat Sheet**. This article offers a few prompt frameworks that apply to different contexts that need prompts. One framework is the CO-STAR, which is an acronym for the following (Vogel, 2024).
    - **Context**: Set the scene! Provide background details for the LLM to understand the situation.
    - **Objective**: What do you want to achieve? Clearly define the task for focused results.
    - **Style & Tone**: Dress it up! Specify the desired writing style and emotional tone for your LLM's response.
    - **Audience**: Know your reader. Identify who you're targeting to tailor the LLM's output.
    - **Response**: Pick your format. Define the output format (text, code, etc.) for the LLM's response.

The point is to be able to write effective prompts to get meaningful responses from GenAI based on your context. Prompt writing starts as a science but becomes more like an art as you use GenAI and it forms a profile on you and learns how you communicate. It is much like comparing your first time talking with someone who turns out to be a friend ten years later—your ability to communicate at the ten-year point is much stronger than it was on day one in your first conversation.

Journeyman

The goal of the journeyman category's content is informing the team of what is possible with GenAI and getting the team the tools, access, and skills to use GenAI. It builds on the foundation by introducing external examples of success with GenAI, promoting use of GenAI in both professional and personal contexts, and starts soliciting GenAI success and failure examples from the team. Below are excerpts from the meetings, the purpose of the specific training, and the audience's response.

1. Who's the Better PM: AI or Humans? https://youtu.be/z6LO2gQgdL8.
    a. **Purpose:** This one-hour PDU-credentialed course answers the question: How Do I Keep My Job Despite AI? It provides the basics of GenAI in more detail, recommends GenAI tools, defines leadership based on 3,000 years of military

leader literature, compares the leadership abilities of both GenAI and humans, discloses which makes a better leader, and recommends next steps to become that leader.

b. **Audience Response:** Some had little or no GenAI knowledge or experience and stated that the material gave them a good understanding of, a starting point for, and next steps to use GenAI. A couple mentioned that they are considering moonlighting careers in case GenAI displaces PMs and BAs but based on the material now they have an approach to follow to remain competitive.

2. PMI®'s prompt engineering guide and eleven GenAI prompts for project management (https://learning.pmi.org/resources?coursekey=GenAI&filename=ChatGPT_Prompt_Engineering.pdf)

   a. **Purpose:** PMI®'s ChatGPT Lab provides PMI® members and non-members a Prompt Engineering Guide and eleven project-related GenAI prompts. The prompts are sanitized and let users experiment in a "controlled" lab to see how GenAI applies to the project management discipline.

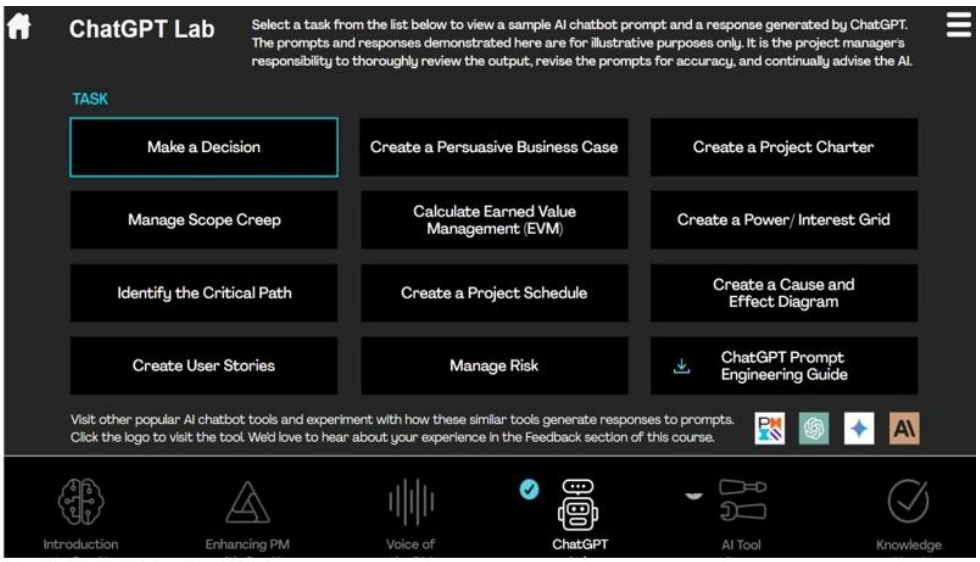

Figure 3: PMI®'s ChatGPT

   b. **Audience Response:** All appreciated the fact that GenAI made every calculation correctly based on the prompt and prompts feel much more like texting or chatting with someone instead of building and testing a spreadsheet to do the calculations for earned value management's (EVM) cost and schedule performance indices. There was a large appreciation for the historical accuracy

generated for the "Manage Risk" prompt and the mitigation strategies it suggested. The PMs and BAs could see how GenAI could help manage risks for their projects, especially if a private GenAI were available.

3. Where Do Humans Stop and Computers Start? Integrating computers into the brain https://www.youtube.com/watch?v=3Un7yl6KmUM
    a. **Purpose:** This 55-second clip of a 60 Minutes interview is provocative and hits three components of effect communication: be valuable, visual, and visceral. Its value is that it demonstrates that an MIT graduate student had connected his brain to the Internet and that is a potential application of AI Assistants integrating with the human brain (YouTube, 2024). It is visual in that the image shows that an interface connects the graduate student's brain to a device that captures his thoughts without speaking them, including showing the adhesive attaching the device to his head. It is visceral in that it shows that someone can plug his brain into the Internet, like what was portrayed in the movie: **The Matrix**. This topic was titled "Say Good-Bye to Jeopardy" because with this device a Jeopardy contestant could think a question, get a response from the Internet or GenAI silently, and provide the answer without having to have the answer stored in her/her brain.

Figure 4: Ray-Ban Meta-Enabled Glasses

    b. **Audience Response:** Comments ranged from "this scares me" to "I don't like this" to "I wouldn't do that." We concluded the topic by suggesting that people will be offered this as an option someday and in that day we may be talking with someone "integrated with" the Internet or GenAI via a physical connection or wearing something similar to Ray-Ban Meta-enabled glasses.

4. GenAI-Assisted PowerPoint Guide https://www.linkedin.com/learning/ai-

powered- presentations-crafting-compelling-powerpoints-with-chatgpt-and-copilot/create-effective- presentations-with-ai?resume=false&u=73509722

a. **Purpose:** This 50-minute training gives step-by-step instructions and includes a demonstration of how to use GenAI to generate
   i. The points and subpoints of a presentation
   ii. The speaker's notes of a presentation
   iii. Tables and graphs for a presentation
   iv. The template for the slides
   v. The PowerPoint slides using all the about inputs It also addresses the ethical questions about
      a. Attribution, specifically it suggests that authors should attribute content to GenAI, but leaves the final decision to the author
   vi. Copyrighted images, by offering sites with copyright free images: Pixabay, Pixals, and Unsplash

b. **Audience Response:** This was the most viewed training video on the EPMO GenAI training portal. At least one PM generated a PowerPoint presentation based on the steps in the training. The PM said the learning curve was steep, but using GenAI accelerated her ability to organize her thoughts. The PM also expected to become more efficient by using it more.

5. GenAI Image Generation https://www.youtube.com/watch?v=HK6y8DAPN_0
   a. **Purpose:** Visually showing how well GenAI can render real-looking images and videos of people and activities such as a SUV driving on a dusty mountain-side road and have the audience look for, identify, and discuss indicators that the image or video was from GenAI.
   b. **Audience Response:** While impressed by the quality of the static images, especially pictures, the audience identified flags that "tipped them off" that the videos were from GenAI. "Tip offs" were human eye and finger/digit movement not being natural and human hair or animal fur not moving as expected. Some commented that it was just slightly off and with a non-critical eye viewing it for just a few seconds they could be "fooled" that it was real.
6. GenAI Adoption Rate https://news.harvard.edu/gazette/story/2024/10/generative-ai-embraced-faster-than-internet-pcs/
   a. **Purpose:** Keeping the audience informed of GenAI adoption rates at work and at home, discussing them, and discussing how the usage current trends apply to our professional and personal contexts.

b. **Audience Response:** The audience noted the faster adoption by 18-64 year-olds of GenAI being 40% in 20 months compared to the Internet's 20% in 24 months and PCs' 20% in 36 months (Pazzanese, 2024). In discussion they attributed their own and the public's accelerated adoption to two main factors:
    i. Social engineering and comfort with technology today compared the 1980s when the PCs first came out. In 2025, people turn to technology and trust it to do many tasks with sufficient security: banking, investing, encrypted messages, sharing photos, and researching ideas. When GenAI launched, it was a natural step to use it because it accelerates many research and repetitive tasks.
    ii. Economics since a PC cost around $2K in 1983 and in today's dollars that would equate to a $6K investment. Today a PC with exponentially more functionality costs less than $500 and most have access to the Internet and can set up a GenAI account at no cost—other than it captures every prompt the user submits.

The tenor of the Journeyman Category meetings eventually will become either anxious or humdrum.
At the first hints of that, it is time to transition to the Experiential Category phase.

Experiential

The Experiential Category gears up to inspire members to adopt the new technology and opens doors for them to share experiences to internally grow adoption and use of GenAI in the context of the PMO, EPMO, company, or client. The focus here is to let the group carry most of the discussion, potentially take the lead on presenting a recent GenAI use case, and build buy-in through broadening hands-on trust in GenAI. At this point the team should have strong ties and sometimes a visceral reaction to the examples, be discussing how to use GenAI more, and be setting norms for using it that are not included in company or client policy or terms and conditions.

1. Deep Fakes www.theverge.com/2024/12/4/24312938/google-veo-generatinve-ai-model- available-preview
    a. **Purpose:** Keeping the audience aware of risks of GenAI, discussing them, and brainstorming how to identify and defend against them. The deep fakes discussed fell into two areas: images and videos primarily meant to entertain or

draw attention to them and outright fraudulent activity attempting to deceive or steal from people.

b. **Audience Response:** In the deep fake section, like the GenAI Image Generation session, "tip offs" were human eye and finger/digit movement not being natural and human hair or animal fur not moving as expected and some commented that it was just slightly off and with a non-critical eye viewing it for just a few seconds they could be "fooled" that it was real. To assist with fraud "Google says Veo and Imagen 3 carry built-in safeguards to prevent them from generating harmful content or violating copyright protections" (Weatherbed, 2024). One member offered a personal example of GenAI-enabled fraudulent activity: a fraudulent hiring website that interacted via emails and texts with her daughter using social media and fit within acceptable norms. Eventually the site screened her and informed her that the company (legitimate company) would like to do a formal interview. At this point in the process the website address looked like an address a company redirects applicants to for the hiring process, had all the legitimate company's logos, names of C-level staff, and mission/vison statements. The page requested the standard new-hire information but raised concern when it asked for too much personally identifiable information (PII). Faced with non-normal PII questions the daughter and mother searched the Internet about hiring fraud related to this company, found it, and stopped the process. Other members joined in a gave a couple more examples of GenAI-backed sites that attempted to defraud them. The team concluded that diligence is required to project both personal and professional information. Another irony laden example was from an article titled "Windows 11 pirates have a new and unlikely ally — Microsoft Copilot" (Endicott, 2025).

2. International Translator
   a. **Purpose:** Demonstrate the power of GenAI to enable real-time cross-language communication. The EPMO this paper is based on has Russian, German, and Mandarin- speaking members. To showcase the functionality the EPMO hosted a Microsoft Teams session and set up the subtitles to listen for German and write in Mandarin. The EPMO did the same from Mandarin to Russian. Then the appropriate speakers made a few statements, Teams rendered it in the other non-English language, and the person who could speak that language translated it to English for the audience. In each case, the GenAI-based Teams' translation from German to Mandarin and Mandarin to Russian were correct.

b. **Audience Response:** All three speakers noted that the GenAI translated with 80% or higher accuracy. The demonstration included using the English idiom, "it's raining cats and dogs," and the attendees were surprised that the GenAI translator correctly translated that in German to "heavy rain." One attendee put on a "thick" Southern accent for English and the GenAI translator could not translate it. After continuing to speak with the "thick" Southern accent for two to three minutes, the GenAI started to translate her statements to Russian, but the translation was below an accuracy rate of 50%.

3. GenAI Ethics https://www.military.com/daily-news/2024/10/01/army-has-sent-armed-robot-dog-middle-east-testing.html
   a. **Purpose:** Introduce ethics-related topics that Governments and think tanks already are regulating or discussing and discuss them in preparation for ethics-related topics the audience might come across as it works with GenAI. Topics ranged from GenAI's refusal to assist in breaking passwords (Copilot's response: "[cracking passwords] goes against ethical guidelines and security practices"), infringing on copyright law, and using GenAI robots in combat. The GenAI combatants are robot dogs with GenAI-enabled rifles (Keller, 2024). Another example was "[CEO, Karp] said Palantir is 'making America more lethal' by analyzing troves of data for the U.S. armed forces and allies to help them anticipate enemies' moves, locate their coordinates 'and, on occasion, kill them'" (Schwartzel, 2025). The discussion included mentioning the U.S. DoD policy about using autonomous weapons in a lethal manner "must be approved by the USD(P), USD(R&E)" (Office of the Under Secretary of Defense for Policy, 2024).
   b. **Audience Response:** Most reaction was concerned about the GenAI making a mistake or acting on its own initiative that is not in line with its programmer's intention. Discomfort was expressed about this technology being combined with quantum computing and acting on its own for a goal that is contrary to human interests up to and including lethal action.
4. Digital Twins https://www.asapdrew.com/p/nvidia-jensen-huang-ces-2025-highlights
   a. **Purpose:** Review and discuss an application of GenAI focused on preparing GenAI-enabled robots to perform risk-prone tasks for humans or aid in preventing or solving human medical conditions. Whereas the GenAI ethics discussion was aimed at driving a visceral discussion about the cons of GenAI, the Digital Twins discussion was aimed at generating a visceral discussion about the pros of GenAI.
   b. **Audience Response:** Most appreciated the examples of GenAI improving the

quality of life and medical care of humans as GenAI has had more success at identifying lesions in the bowel than human doctors do (Johns Hopkins Medicine, 2024). There was some concern about GenAI or GenAI-enabled robots replacing humans in both white and blue- collar positions as the GenAI learns more about issues and solving them.

5. How the EPMO Can Apply GenAI
    a. **Purpose:** Offer an environment where the team can work together to brainstorm ways to apply GenAI more broadly to the EPMO and company or client. At this point the team could be the source of a large part of the discussion and topics discussed.
    b. **Audience Response:** The team provided input via in-session surveys, gave examples from both professional and personal use. Most examples of how the members are using it revolved around researching topics—medical was the most frequent, RFI preparation, form development, and editing documents.

Figure 5: GenAI Design Form

The experiential meetings target motivating adoption of and adaptation to the new environment. In this case the EPMO members openly shared experiences and lessons learned and furthered more use of the GenAI among the team. Corporate limitations, including funding constraints for licensing and private GenAI were still a factor, but they used it to the permissible

and funded levels. Even without a private GenAI, the PMs have used sanitized prompts to

1. Manage risks
2. Generate risk lists
3. Write business cases
4. Create an agenda for a wedding or yoga class
5. Calculate EVM and explain each EVM component's purpose and calculation
6. Create the sections, content, and format for a contract deliverable acceptance form

Motivating Change

People hate change. The status quo is comfortable. It takes mental, emotional, and physical work to change. Change is hard.

Bringing about change is partly science/process based and partly art/intangible based. One change process is ADKAR. Its five stages: Awareness, Desire, Knowledge, Ability, and Reinforcement, are a process to get people to adopt and sustain change. Included in that is a communication plan tailored to the situation and adjusted to address issues that come up in the transition.

Motivating change is also an art and depends on leadership. There are intangibles of leadership which can be learned. A good definition of a leader is "Someone unafraid to take charge. Someone people respond to and are willing to follow" (Powell, 2012). Those traits do not randomly manifest. While some have tendencies toward fearlessness and charisma, those traits can be taught, learned, and practiced until they are part of the person's fabric.

A compelling story or threat, often referred to as a burning platform, will aid in motivating change. The reference comes from oil workers being willing to jump from an oil platform that is more than 100 feet high into often frigid water because their oil platform is burning. An office situation is rarely that dire or compelling but having an external forcing function can be a valuable motivator for change. A potential burning platform for adopting GenAI is that "Gartner predicts that 80% of project management tasks will be run by AI . . ." (Project Management Institute, 2024).

In addition to understanding the ADKAR-based process for and the art behind motivating change some practical steps and considerations include

1. Sharing and discussing updates to the company or client GenAI policies
2. After a baseline understanding of GenAI and GenAI tools are introduced it is good practice to draw the EPMO members in by
    a. Regularly asking for comments on GenAI and giving the floor to members to lead the conversation
    b. Showcasing how they have applied AI in their professional and personal lives
    c. Attributing topics to members who offer topics and articles. If possible, have the suggester present the content
3. Working to make communication visible (images, demos, surveys), valuable (relevant to the PM, BA, PMO, EPMO, company—tailor and shape to your context), visceral (compelling to motivate change)
4. Asking members regularly in meetings for examples of how they are using GenAI for both professional and personal purposes

Summary

Twenty months after OpenAI's November 2022 introduction of publicly available GenAI, ChatGPT, the adoption rate is twice as high at the adoption rate of the Internet at twenty-four months and GenAI is poised to assist white-collar workers, and in some cases, displace them. Many approaches and tools exist to adopt GenAI to increase the value of one's personal value and the value of an EPMO or other office.

One EPMO experimented with those approaches to make gains in the GenAI realm. Best practices from that journey include leveraging the PMI®-offered training and GenAI-equipping tools; diligently working to ensure communication is valuable, visible, and visceral; and leading the team to take over the discovery, discussion, and discipline of GenAI. By employing this approach, its examples, and using the audience response from the example to spur conversation, your office can leverage GenAI to increase the value it offers to your company and clients, and you.

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Greg Saunders is a Disciplined Agile Senior Scrum Master and PMP serving at the Army and Air Force Exchange Service, the Exchange, which is an $7B international retailer for America's Soldiers, Airmen, and Guardians. He's currently the manager of the Exchange's Program and Project Portfolio Governance office, setting policy for and managing a $511M portfolio of 90 programs, projects, and initiatives. Previously at the Exchange he 1) served as PMO head with a team of 22, 2) served as the lead PM for the Exchange's largest program—replacing the accounting systems; 3) worked with PM, governance, and system analyst leads to architect the transformation of the Exchange's program management approach; 4) served as the systems portfolio manager of 51 primary HR, payroll, & data warehouse systems; and 5) served as the PMO head for a 16-person team managing a $150M portfolio of 60 projects.

Prior to joining the Exchange, he ran a $2.5M/year business in a top-tier consultant firm. During his USAF career he re-established the Denver-based Air Reserve Personnel Center's (ARPC) PMO; led the upgrade to ARPC's portion of the Air Force Personnel Center's call center that supports over 6 million reservists, retirees, and their surviving spouses; and as a colonel at the Pentagon served as both the USAF Reserves Comptroller and the Reservist to the AF CIO Director for Cyberspace Capabilities and Compliance, overseeing a team of 60 managing the USAF's cyberspace capabilities, policy, and compliance. Over his 35-year career he has also become a Certified Agile Practitioner, been certified in ITIL Foundation, and been certified by the Air Force as a Lean, Six Sigma Black Belt. He can be contacted via Linked at https://www.linkedin.com/in/greg767/.