An investigation into how the advancements and availability of Artificial Intelligence tools have impacted Project Management Communication and Stakeholder Management Practices

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Abstract

This dissertation investigates how recent advancements and the increasing availability of Artificial Intelligence (AI) tools are impacting project management practices, focusing on communication and stakeholder management. The research addresses four main questions. How widely are AI tools being adopted by project management professionals to support these practices? How does AI adoption influence outcomes in these areas of project management? How do project management professionals see the ethical considerations relating to the implementation of AI tools to support project management impacting their roles and responsibilities? And finally, how does AI adoption affect project management professional's job satisfaction.

These research questions are particularly interesting as the existing literature has concentrated on the quantitative practices of project management to date, for example cost estimation and scheduling. The interpersonal areas of communication and stakeholder management have been underexplored. Given the central role that these practices play in achieving project success, understanding AI's influence here is both timely and important to understand.

A qualitative research design was adopted, using an interpretivist philosophy and inductive approach with a grounded theory strategy. Research data was collected by semi-structured interviews with project management professionals from different industries. It was then analysed thematically and reviewed in line with the relevant literature.

Participants largely reported that AI reduces the administrative burden, improves the speed and transparency of communications, and also supports better stakeholder engagement. It also highlighted a number of concerns around data privacy, accuracy, ethical use, and the importance of organisational readiness. While AI was found to improve job satisfaction by reducing repetitive tasks, the risks of overreliance on AI and the threat to job security were noted.

In practice the study provides recommendations for organisations to adopt AI in ways that enhance efficiency while maintaining human oversight, stakeholder trust, and accountability. Theory wise, this study contributes to the discussion on AI's impact on the human centred areas of project management and it improves the understanding of impacts to adoption through the Technology Acceptance Model and Diffusion of Innovation frameworks. The study concludes that AI offers significant benefits but should be seen as a supportive tool rather than a replacement for project managers.

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Chapter One: Introduction

Recent advances in Artificial Intelligence (AI) are changing many industries and professions, including project management (Savio & Ali, 2023). This research examines how AI tools are being used in project management practices and their impact on how efficiently and effectively projects are being managed. By critically reviewing current literature and analysing the views of project management professionals, this dissertation identifies both the challenges and opportunities presented by AI adoption. Knowing these factors are important for organisations to make informed decisions about leveraging AI to enhance project management roles, processes and improve project outcomes (Hashfi & Raharjo, 2023)

The introduction of AI tools can significantly transform the field of project management (Grover & Grover, 2024). This research aims to understand how AI developments have changed project management practices and the role of project managers themselves. The aim is to determine how AI integration is implemented in this field, its effects on efficiency and effectiveness, and the challenges and opportunities that come with AI.

This chapter provides the background to this dissertation providing information on the crossover of AI and project management. It highlights the research problem of the gap in current literature on AI's practical real world implications for project management. The research aims, objectives, and questions are listed with a focus on evaluating AI's impact, understanding its level of use in project management, and exploring how project management professionals perceive these changes.

One of the benefits of this research lies in its potential to offer insights for project management professionals, helping them make informed decisions about AI adoption and usage day to day. That said, this study notes several limitations such as the rapidly changing nature of AI technology and the varying levels of AI use across different sectors and companies.

Finally, this chapter outlines the structure of the dissertation, guiding the reader through the upcoming sections and ensuring a thorough understanding of this research into AI and project management.

1.1 Background

The field of project management has undergone significant changes over the years, evolving from traditional methodologies to more dynamic and adaptive approaches (Nenni, et al., 2024). Historically, project management relied heavily on manual processes and human expertise to plan, execute, and monitor projects (Nabeel, 2024). The introduction of digital tools and software such as statistical cost estimation in the

late 20th century marked a pivotal shift, enhancing the efficiency and accuracy of project management tasks (Shamim, et al., 2025)

In recent years, the emergence of AI has introduced a new wave of innovation in project management. AI encompasses a wide range of technologies, including automation, machine learning, Natural Language Processing (NLP), and robotics, which provide machines the ability to perform tasks that typically requires human intelligence (Raj & Seamans, 2019). These advancements have opened up new opportunities for automating routine tasks, predicting project outcomes, and optimising resource allocation.

Project management trends have recently been focused on the integration of AI into project management (Taboada, et al., 2023). AI tools can analyse huge amounts of data to provide insights and recommendations and help project managers make more informed decisions. For example, AI driven predictive analytics can reduce project timelines and improve outcomes. Other AI tools can forecast based on patterns and create schedules without human intervention (Das, et al., 2025).

As mentioned above, several studies have mentioned the benefits AI can bring to project management. Research by Gartner (Costello, 2019) suggests that by 2030 AI could automate up to approximately 80% of project management tasks and significantly reduce the administrative overhead on project managers. (Hossain, et al., 2024) found that organisations leveraging AI in project management have reported improvements in project delivery times, cost savings, and better risk identification.

Despite these promising developments, Parekh & Mitchell (2024) noted that the adoption of AI in project management also comes with challenges. There are concerns about the transparency and reliability of AI algorithms as well as the unfortunate potential for job losses for project management professionals. Also, the implementation of AI tools requires significant investment in technology and training which may be a barrier to adoption for some organisations.

To summarise, the integration of AI and project management represents a significant advancement in this field and offers both opportunities and challenges. This research aims to explore these dynamics in greater detail and provide a comprehensive understanding of how AI is shaping project management practices today. By examining the current state of AI adoption, its impact on project management outcomes, and the perceptions of project managers, this study seeks to contribute valuable insights to the ongoing discourse on AI and project management.

1.2 The Research Problem

Academic literature currently has identified several well established uses of AI in project management today:

- Cost Estimation: AI method such as machine learning models are used to predict project costs more accurately by analysing historical data and then identifying patterns (Shamim, et al., 2025).
- Forecasting Durations: Adamantiadou & Tsironis (2025) Explains that AI helps with forecasting project timelines by considering various factors such as resource availability, task dependencies, and historical project durations.
- Risk Assessment: Adamantiadou & Tsironis (2025) also noted AI models are employed to assess and mitigate risks by predicting potential issues and suggesting preventive measures.
- Planning and Scheduling: Müller, et al. (2024) shows that AI improves project planning and scheduling by optimising resource allocation and the sequencing of tasks which leads to more efficient project execution.
- Monitoring and Control: AI tools can give real time monitoring and control capabilities allowing project managers to track progress, identify deviations from plans, and make informed decisions (Hashfi & Raharjo, 2023).

However, there exists a number of research gaps that require further study in relation to the wider spread adoption of AI into organisations; where it is used in project management, its impact on project performance, and project management professional's job satisfaction (Zhang, et al., 2024).

There are several reasons why this research is worthwhile. It will identify challenges and opportunities related to AI adoption by project management professionals and why it is important to understand the practical implications of adopting these tools. Understanding the current level of AI adoption to support communication and stakeholder management practices is important for comparing traditional project management methods with those supported or impacted by AI.

This research will provide project managers with practical insights into how AI tools can enhance their daily communication and stakeholder management activities.

Understanding the real world impacts of AI on project success will help organisations and project managers make informed choices about adopting AI technologies. Also, exploring how AI may change project management practices and the role of project

managers over time, will ensure that project management professionals are prepared for future developments in this field.

1.2.1 Project Communication and Stakeholder Management:

The effects of AI on project communication and stakeholder management are not as well researched as the quantitative areas of project management like cost and schedule management (Adamantiadou & Tsironis, 2025). This is significant as Eskerod & Vaagaasar (2014) notes that effective communication and stakeholder management are vital for project success!

1.2.2 Ethical Considerations:

There is also scope for further research on how AI tools are reshaping the roles and responsibilities of project managers specifically related to how AI is influencing decision making and addressing algorithm biases (Ajiboye, et al., 2024). Transparency and interpretability are both very important for gaining acceptance of "black box" AI created results, predictions, insights, etc. This lack of transparency can lead to reduced trust and acceptance from project management users (Pal, et al., 2023). As noted by Goglin (2023) as AI becomes more disruptive it asks "dizzying questions" relating to how the world is organised e.g. showing these ethical considerations are becoming more important than ever.

1.2.3 Job Satisfaction:

While (Bodea, et al., 2024) argues that AI can improve job satisfaction, there is very limited research available on how it impacts the Project Manager profession. This research will investigate if AI tools contribute to improved job satisfaction for project professionals. This is important as (Xuecheng, et al., 2022) shows that job satisfaction is a significant factor in employee retention and performance for organisations. Understanding how AI affects this can help organisations support their project manager's better and lead to a more positive work environment.

1.3 Aim

The aim of this dissertation is to determine whether innovation in AI has impacted Project Management Communication and Stakeholder Management practices and what are the challenges and opportunities being presented today.

1.4 Research Objectives

1. To critically review the relevant literature surrounding how AI innovation is impacting Project Management practices relating to communication and stakeholder management.
2. Through conducting semi-structured interviews with project management professionals, evaluate the extent to which AI tools have been integrated into these project management practices day to day to understand the current use of AI here and show practical examples to project manager regarding their use.
3. Through conducting semi-structured interviews, analyse the impact of AI on the effectiveness and efficiency of these project management practices and provide evidence on their benefit, if any to project management professionals.
4. Through conducting semi-structured interviews with project management professionals, explore their views on the opportunities and challenges associated with the adoption of AI tools for communication and stakeholder management to give a balanced view of the benefits and obstacles faced by project management professionals.
5. Through conducting semi-structured interviews with project management professionals, examine real world perceptions regarding how ethical considerations of AI will impact their roles and responsibilities.
6. To make recommendations of how organisations can introduce AI tools to their project management professionals tool kit without adversely impacting their job satisfaction.

1.5 Research Questions

- Q1: How widely are AI tools are being adopted by project management professionals to support communication and stakeholder management practices?
- Q2: How does AI adoption influence outcomes in these areas of project management?
- Q3: How do project management professionals see the ethical considerations relating to the implementation of AI tools to support project management impacting their roles and responsibilities?
- Q4: How does AI adoption affect project management professional's job satisfaction.

1.7 Significance

This research is worth undertaking because it addresses important gaps in understanding the transformative impact AI can have on project management and

project management professionals. By exploring how AI can change their roles, responsibilities, and job satisfaction, this study will provide valuable insights into the human dimensions of AI adoption. In addition, it examines the wider implications for efficiency, effectiveness, and technological integration within the project management practices of communication and stakeholder management. These findings will equip project professionals with the knowledge to understand AI driven changes and improve their daily work in project management. It will also help them make informed ethical decisions.

1.8 Limitations

There are several limitations relating to this subject area that need to be acknowledged. As AI technology and its use cases are changing at an ever increasing rate these findings may quickly become outdated. As referenced by (Berg, et al., 2023) AI adoption can come in rapid bursts such as the release and proliferation of ChatGPT use. This dynamic nature of AI could require further updates and adaptations to this research. In performing this research, I have made efforts to use references that are as recent as possible to mitigate this limitation at the time of authoring.

The level of AI adoption varies significantly across different industries and organisations (Babashahi, et al., 2024). This variable nature of this adoption can make it difficult to create general findings and broad conclusions that are applicable to all project management situations.

The study relies on the perceptions and self reported experiences of project managers, which can introduce bias. Participants may have varying levels of familiarity with AI and its uses which could influence their responses and potentially skew the results.

By acknowledging these limitations, this dissertation provides a well balanced and realistic assessment of the research findings. All conclusions are documented with an appropriate level of caution and consideration, considering the dissertation's constraints.

1.9 Structure

In Chapter One "Introduction", the broad context of this dissertation has been introduced. The research problem has been explored. The research objectives and questions have been identified with their research value documented. The limitations of the study have also been reviewed.

Chapter Two "Literature Review" will critically examine existing academic and practitioner literature on AI adoption to support communication and stakeholder

management practices. It will review existing theories and studies on AI in project management and identify, key themes, gaps in the literature, and the need for further qualitative research of project professional's views and ethical concerns.

Chapter Three "Research Methodology" describes the qualitative research design, including participant selection, how data was collected via interviews, and thematic analysis methods used to explore project manager's real world experiences with AI.

In Chapter Four "Results" this dissertation will present and thematically analyse the gathered interview data. It will show themes into how AI is impacting project practices, project management professional roles, ethical concerns, and job satisfaction.

In Chapter Five "Discussion" the results will be reviewed in relation to existing literature. It will discuss how the themes identified in Chapter Four integrate into the research objectives from Chapter One.

Chapter 6 "Conclusion and Recommendations" will summarise the key insights, offer practical recommendations for project managers and organisations, acknowledge the research limitations, and propose areas for future research.

Chapter Two: Literature Review

2.1 Introduction

AI is quickly becoming a major influence in how organisations manage projects. Technology such as machine learning, automation, and NLP are now being used to improve how projects are planned, monitored, and delivered (Raj & Seamans, 2019). This chapter explores how AI is changing project management, with a focus on two important project management knowledge areas: communication and stakeholder management.

Businesses are increasingly starting to rely more on AI tools to improve decision making and efficiency. Existing literature already covers the role of AI in performing technical functions such as cost estimation and scheduling (Shamim, et al., 2025), but there's still not enough known about AI's impact on the interpersonal elements of projects including the interaction of project managers with stakeholders.

This literature review focuses on three key areas. First, it looks at how AI is currently being used in project management and what kinds of tools are available today. Second, it reviews how these tools might be changing the way project managers communicate and manage stakeholder relationships, both critical for successful projects (Eskerod & Vaagaasar, 2014). Finally, it looks at the ethical issues that come with using AI, like fairness, transparency, and how it affects job satisfaction (Xuecheng, et al., 2022).

Overall, this chapter will set the scene for the rest of the dissertation. It highlights what has already been studied, where the gaps are, and why it's important to understand the real world impact of AI on project management practices, especially those that rely on human interaction and judgement.

2.2 Main body

AI is starting to disrupt a number of project management functions, but communication and stakeholder management appear to be falling behind other areas (Reznikov, 2025). Academic studies have focused in areas where AI has made advancements, particularly in quantitative areas of project management, e.g. cost estimation, schedule forecasting, and risk modelling. There has been less focus on the qualitative areas of communication and stakeholder management. Stakeholder management often involves careful interpersonal judgement and reasoning. A systematic review by (Adamantiadou & Tsironis, 2025) found that in a set of 97 high quality peer reviewed studies, AI's role in project communication and stakeholder management was associated with limited research. This shows that there is a clear underrepresentation of these practices in academic research.

This gap is significant given the importance of communication to project success as found by (Zulch, 2014). According to Taboada et al. (2023), AI technologies such as machine learning, neural networks, and NLP hold a lot of potential to transform both stakeholder identification and analysis. Their Delphi study showed theoretical frameworks where AI could dynamically assess stakeholder sentiment, evaluate the level of influence and support targeted messaging for stakeholders. On the other hand, the study also confirmed that real world usage in these two project management areas was still relatively rare, with most organisations still relying on traditional human led methods (Taboada, et al., 2023).

An empirical example comes from Joshi (2024) who studied an AI enabled chatbot introduced in a midsize technology firm's internal communication structure. The chatbot supported stakeholder engagement by giving real time project updates, managing queries from stakeholders and keeping communication logs for traceability. Joshi (2024) reported this increased stakeholder satisfaction and improved compliance with project timelines It also reduced the pressure on project managers to manually manage updates. It is worth noting though that the study emphasised that such results were specific to certain contexts and would not be easily generalised across all sectors or project types.

McKinsey's 2025 "State of AI" survey shows that use of AI has grown quicker in 2023 and in 2024 compared to the previous 5 years (McKinsey & Company, 2025). That said, relevant empirical results show that overall, AI adoption rates for management related practices remain relatively low. Sector specific surveys show increasing experimentation with AI but general adoption figures show AI is in the early stages of use in management functions. The UK's Office for National Statistics estimated that only 9% of firms used AI in 2023 for management related tasks, with projections to increase to 22% in 2024. While these figures included general business applications, they highlighted the limited operational embedding of AI in management functions such as project management (Office for National Statistics (ONS), 2025). It is worth mentioning here adoption for AI for project management is increasing rapidly, particularly generative AI (GenAI). In 2024 a PMI survey of 500 project professionals, two of every five people surveyed already use GenAI in more than half of their project work (Project Management Institute, 2024).

Models like Rogers' Diffusion of Innovation and the Technology Acceptance Model can help explain how people adopt new technologies like AI (Lampo, 2022). Rogers suggested that adoption happens in a series of stages, starting with "innovators" and "early adopters", followed by the "early majority", and finally the "laggards" (García-Avilés, 2020). Given current usage levels, project communication and stakeholder engagement functions are still in the early adoption phase. The Technology Acceptance Model (TAM) framework emphasises perceived usefulness and ease of use as key

predictors of adoption (Na, et al., 2022). They also concluded that an organisation as a whole needs to support and participate in the adoption of new AI technology for it to be implemented and utilised successfully. (Tursunbayeva & Gal, 2024) advises that organisations should invest in the required Technology (e.g. training and knowledge sharing platforms), Operations (e.g. promote cross functional collaboration, start with pilot projects to demonstrate AI's benefits), and People (e.g. skills investment, AI associated recognition and rewards), to improve their chances of successfully adopting AI.

While academic literature increasingly recognises the value of AI in enhancing project communication and stakeholder engagement, the actual uptake remains behind other project areas (Reznikov, 2025). The gap between the potential of AI in project management and operational reality still exists. It is influenced by technology limitations, organisational and environmental challenges (Mohammad & Chirchir, 2024). Addressing this will need more than just further innovation in AI. A human centred approach and the required ethical governance for the role of AI is required to improve project outcomes (Brandas, et al., 2023). While AI adoption is behind some of the other project management areas, AI is impacting project outcomes in project communication and stakeholder management (Project Management Institute Sweden Chapter, 2024). When AI tools have been implemented it has been shown that they can improve efficiency and project success. For example, AI integration into communication platforms like Slack or Teams can give real time project information and updates to all team members (Zadeh, et al., 2024).

See *Table 1* below listing a selection of the AI tools available today supporting project management communication and stakeholder management showing their function and potential use cases currently available to project management professionals.

Communication or Stakeholder Management	Tool Category	Function	Use Case	Example Tools
Communication	AI Meeting Assistants	Transcribe, summarise, and analyse meetings	Capturing action items and decisions from stakeholder meetings	Otter.ai, Fireflies.ai, Fathom, Avoma, Teams
Communication	AI Email Assistants	Draft, summarise, and prioritise emails	Writing status updates, replying to stakeholder queries	GrammarlyGO, Missive, Flowrite
Communication	AI Chatbots	Real time responses to routine queries	Answering stakeholder questions about timelines, deliverables, or updates	ChatGPT, Kore.ai, Tidio, Intercom
Communication	Language Translation AI	Translate documents and communication	Managing multinational teams with diverse language backgrounds	DeepL, Google Translate with AI Assist, Unbabel
Communication	AI Voice Assistants	Voice-to-text transcription and task automation	Logging meeting notes or scheduling updates via voice commands	Microsoft Copilot, Siri Shortcuts with Notion AI
Communication	Automating Communication Tasks	Auto generate reports, status updates, reminders, and schedule follow ups	Automatically sending weekly project updates or reminding stakeholders of deadlines	Zapier with ChatGPT, Slack GPT, Microsoft Power Automate
Stakeholder Management	Sentiment Analysis Tools	Analyse stakeholder sentiment in communication	Detecting dissatisfaction or risks early in emails or meeting transcripts	MonkeyLearn, IBM Watson Tone Analyzer, Symanto
Stakeholder Management	AI CRM for Projects	Track interactions, preferences, and concerns of stakeholders	Personalising stakeholder communication and identifying influence patterns	Salesforce Einstein, Zoho CRM with Zia AI
Stakeholder Management	Predictive Analytics Tools	Forecast stakeholder behaviour and response patterns	Anticipating resistance or support for project changes or risks	Tableau with Einstein AI, Power BI with Copilot
Both	Virtual Collaboration Assistants	Enhance digital workspaces with intelligent recommendations	Suggesting relevant documents or next steps in a stakeholder collaboration thread	Notion AI, ClickUp AI, Asana AI
Both	AI Powered Survey Tools	Analyse feedback and generate actionable information	Gathering stakeholder feedback post execution or during discovery	Typeform with AI Insights, SurveyMonkey Genius, Qualtrics AI

Table 1: AI tools for Project Communication & Stakeholder Management

Zwikael & Smyrk (2019) has shown that stakeholders can significantly influence a project's performance and its outcomes positively or negatively. Managing them carefully throughout the project lifecycle is important to achieve each project's outcomes. AI can enhance stakeholder communication quality. For example, Pal, et al. (2023) found that when using tools using NLP, project managers can monitor stakeholder's communications and then respond to that information to make sure stakeholders are being satisfied. Bah Esseme, et al. (2025) shows that AI sentiment tracking helps project teams adapt their communications strategies in real time and respond to stakeholder concerns earlier, improving stakeholder trust. This shows that AI's role is not only for managing information but can improve relationships. Allen (2025) shows AI manages this by using personalised responses and emotional intelligence.

Daraojimba, et al. (2023) shows that the use of AI in stakeholder analysis is becoming a trend. AI tools enable more accurate stakeholder segmentation (Ezeh, et al., 2024). This allows tailored communication strategies for different segments to address their individual concerns and issues. In many projects AI tools have changed the way stakeholder engagement is managed by offering early detection and notice of stakeholder dissatisfaction. For example, one case study noted by Reznikov (2025) describes an AI managed dashboard that tracks communications data such as emails, meeting notes, or platform logs. Like above it also tracks sentiments and engagement patterns in real time. This tool highlights potential disengagement risks and prompts project teams to take corrective action before issues can get any worse. Reznikov (2025) also gives a case study where a pharmaceutical company improved their stakeholder participation rates by 20 % and reduced conflict by 25 %. AI powered chatbots like ChatGPT, are being used more and more by project managers to improve communication, its efficiency, and documentation. According to (Felicetti, et al., 2024), these tools help with drafting meeting notes, summarising complex documents, and generating stakeholder specific communications.

AI has also been shown by (Hossain, et al., 2024) to reduce project administrative overhead by automating repetitive communication tasks, such as generating meeting summaries, writing follow up emails or providing status updates. According to a systematic review by Fridgeirsson et al. (2021), project managers who are using AI for document creation and communication reported fewer delays caused by miscommunication or incomplete updates. These gains in efficiency allow project managers to spend more time on higher value tasks such as team management and complex tasks that add more value to their projects. Felicetti (2024) also notes that chatbots can also help reduce time spent on repetitive tasks. This allows project managers to focus on more strategic areas of their work. Chatbots support better knowledge access and also enhance stakeholder communication through consistent and well structured messages. However, Felicetti, et al. (2024) also showed that oversight by humans remains very important as the concerns about the accuracy of

content generated by AI still persist, especially in stakeholder facing situations that require a certain level of trust and professionalism.

Effective communication is the backbone of successful project execution (Project Management Institute, 2021). Traditional communication methods can suffer from several issues such as delays in information sharing, misinterpretations, language barriers and differences in understanding (Satoinong, et al., 2024). Karamthulla, et al. (2024) shows us AI tools are addressing these challenges by enabling real time, data driven communication, and helping to facilitate communication between project teams. A common tool addressing this is Microsoft Teams integrated with Copilot, which uses NLP to summarise meetings, extract action items, and understand why a decision was made (Luisdem, 2023). Similarly, Slack's AI powered workflows can automate routine updates and summarise channel and thread conversations (Slack, 2024).

Gerlich (2025) shows that these types of AI tools help reduce the cognitive load on project managers while making sure that automated mundane communication tasks such as reminders, scheduling, etc. are still performed. This allows project managers more cognitive resources for dealing with more complex tasks. These AI tools also improve communication and collaboration between project team members. Zabala-Vargas, et al. (2023) notes that even for disperse geographical project teams these tools provide platforms for sharing information, project progress tracking and promote effective project communication.

The benefits from AI in these situations also comes with limitations. Taboada, et al. (2023) warns about a lack of human "look and feel" in AI generated communication. Certain stakeholders may distrust messages that seem automated and impersonal, especially in sensitive or complex projects. Bento, et al. (2022) also found that while AI tools were good at managing routine updates, they were less effective in contexts where empathy, negotiation, or emotional intelligence was needed.

Felicetti, et al. (2024) also explored how project managers are using GenAI tools like ChatGPT or Gemini in their daily work. The research article applied Adaptive Structuration Theory (AST) to understand whether project managers use these tools as intended or in more creative ways. Felicetti, et al. (2024) identifies three main factors that influence how AI is used by project managers: their openness to innovation, the influence of their peers, and how well the AI tool fits the task. Their findings show that project managers who are more open to new ideas are more likely to experiment with AI tools and use them in innovative ways. Seeing their colleagues successfully use AI tools also encourages other project managers to try it, creating a culture of learning and experimentation. Importantly, when project managers feel that the AI tool is a good match for their tasks, they are more likely to use it effectively.

As mentioned earlier there are increasing ethical considerations like algorithmic bias, data privacy, and AI transparency that need to be considered when implementing AI in project management to support communication and stakeholder management. Akinrinola, et al. (2024) notes that opaque or “black box” AI models can erode trust making it hard for users and stakeholders to understand how decisions are made, especially where decision making affects stakeholder outcomes and accountability. Akinrinola, et al. (2024) also shows that transparent and explainable decision making AI techniques and processes must be documented and understood. This is needed to verify the lack of bias and explain the reasoning behind recommendations and/or actions. Project managers want explainable AI systems that support accountability and avoid potential conflicts with stakeholders (Project Management Institute, 2021).

Štrukelj & Dankova (2025) explains that using AI in an ethical way does not remove the need for human judgment. Users like project managers will still need to take responsibility for checking and reviewing what AI tools output. Štrukelj & Dankova (2025) continues that project manager’s responsibility will be to make sure AI recommendations match the stakeholder’s values and the goals of the project. Good governance helps keep this human accountability in place. So ethical decisions are still made by people but supported by AI (Cheong, 2024).

Fairness in AI is another concern and refers to AI tool outputs being free from bias and being non-discriminatory (Li & Xiang, 2024). For example, if the training data is biased project management AI tools outputs could unintentionally disadvantage certain stakeholders. In practice this could mean that some stakeholders are repeatedly deprioritised in communications or overlooked when decisions are made. Orphanou et al. (2022) explains that bias can be introduced during data collection, model design, or through the way algorithms are deployed. This can lead to unfair and unjust results unless they are addressed.

These ethical considerations are now changing how project managers need to engage and communicate with stakeholders, when supported by AI processes. As Akinrinola, et al. (2024) shows above, as AI systems can often function as "black boxes” the inability to explain how decisions are made can erode trust with stakeholders. Project managers like any AI users must be able to explain the decisions resulting from AI tools. This requires project managers to be to be accountable for the responsible use of AI tools for communications with stakeholders (Olateju, et al., 2024). The importance of trust and transparency goes beyond the trust itself in the individual results output by AI. Choung, et al. (2022) shows trust is important with the adoption of the AI tools themselves by project management organisations. Project managers are also required to continually monitor the explanations provided for decisions to ensure that there is continued trust in AI produced results (Papagni, et al., 2023).

As shown already, AI can support communication activities like writing project updates or emails, but project managers need to be sure these messages are appropriate,

respectful, and also have the right context. Hohenstein, et al. (2023) highlights how the lack of authenticity when viewed by the receiver of AI generated content can damage interpersonal perceptions. This happens even when the syntax is correct and the message is polite. This risk of generic or impersonal AI generated messages means project managers must review and tailor communication outputs to maintain the trust, engagement, and relationships of stakeholders. When managing global projects with culturally diverse teams, project managers need to ensure that communications are appropriate and culture sensitive (Hershcovich, et al., 2022). AI translation can have issues with identifying and translating idioms. Azizov (2024) for example identified that language models struggle with the translation of expressions like “spill the beans”. Azizov (2024) also notes that when developing AI tools and that project manager feedback is important in the development process.

In addition to transparency, accountability and fairness, (Khan, et al., 2022) shows that privacy is the next most common AI ethics principle from their systematic literature review. One of the key principles supporting privacy in the General Data Protection Regulation (GDPR) legislation is “Integrity and Confidentiality” (Council of the European Union, 2016). It ensures people’s personal data is secure and protected. Project managers involved in AI projects need to be aware of the regulation’s requirements when delivering AI solutions. Also and very importantly if personal data is being used by AI tools on a project, then project managers must ensure that it remains within the controls required under the GDPR legislation.

The integration of AI into project management practices is changing how employees such as project managers, operate and this can bring both opportunities and uncertainty (Bhargava, et al., 2021). AI tools can streamline repetitive tasks, improve forecasting accuracy, and support better decision making (Paparic & Bodea, 2024). On the other hand they raise important questions about how these changes affect the level of stress that workers experience, their productivity and overall job satisfaction (Brynjolfsson, et al., 2025).

Paparic & Bodea (2024) suggests that when tools like GenAI are adopted by organisations it can actually enhance job satisfaction. Chuang, et al. (2025) shows benefits from introducing GenAI. It can reduce “technostress” related exhaustion, reduce work family conflict, and increase productivity and job satisfaction. On the other hand, it needs to be balanced with the stress of the introduction of new technology. Chuang, et al. (2025) continues with showing that organisations need to ensure that project manager users are considered when new AI project management tools are introduced. Training and upskilling also need to be promoted to see the benefits of investment in tools and ensure that project managers are equipped to use them. Project managers can feel more empowered and then focus on interpersonal project tasks like communication and stakeholder management.

However, the picture is not always as rosy. There is a growing concern that as AI takes over more cognitive and decision making tasks, project managers may begin to feel sidelined. Deranty & Corbin (2024) argue that when AI systems are used to monitor performance or make autonomous decisions, they can erode a sense of ownership and purpose in a person's work. This is especially true if the AI tools are implemented without any transparency or input from the people it affects. One case study by Monod, et al. (2024) showed the importance of including management and workers like project managers in the design of tools to ensure the intended benefits and goals of the tools are realised. Parent-Rocheleau & Parker (2022) explains that relying on AI for tasks like goal setting, performance reviews, scheduling, or task assignments can reduce job autonomy and diminish engagement. People will often feel they are being controlled rather than empowered which can weaken their motivation and connection to their work and also reduce job satisfaction. When AI automatically monitors stakeholder interactions or drafts stakeholder communications, project managers may feel their role has shifted from active decision maker to just a passive supervisor. This could reduce their emotional investment in their projects and the impact they feel they have. To keep their autonomy and purpose it is important for project management professionals to maintain human oversight and ensure they stay central to communication and stakeholder decision making processes on their projects. Salimimoghadam, et al. (2025) has shown that balancing human oversight with automation can realise the benefits of AI and achieve better project outcomes.

This literature review has looked at under researched areas by examining AI's role in the communication and stakeholder management areas of project management. Existing AI studies on project management focus much more on AI in the technical domains (e.g. resource levelling, cost estimation, critical path scheduling, planning and risk management) while paying less attention to human centric activities (Jauhar, et al., 2023). For example, a systematic review by Adamantiadou & Tsironis (2025) found that AI's role in project communication and stakeholder management is "associated with limited research," highlighting a clear under representation of these topics in the literature. This gap is important because communication and stakeholder engagement are widely acknowledged as critical to project success (Eskerod & Vaagaasar, 2014). By focusing this research on how AI tools impact project communications and stakeholder relationships, this study helps to fill this theoretical gap and contributes new insights to the body of knowledge. It also adopts a human centred and ethical viewpoint that advances the theoretical discussion. It discusses AI issues such as bias, transparency of "black box" systems, and trust in AI outputs. Choung, et al. (2022) expresses concern that opaque AI models could undermine stakeholder trust and highlights the need for transparency and accountability even when the tools provide significant benefits.

This research goes beyond the efficiencies and benefits of AI tools to analyse the impact on project manager job satisfaction. It considers how automating certain project

management tasks might affect a project manager's sense of ownership and motivation. Li & Xiang (2024) shows that this may be because they no longer have the right to see themselves as commanding their own actions. These findings echo the theory that excessive automation can reduce autonomy and engagement (Kinowska & Sienkiewicz, 2023). This study connects the use of AI to how project managers feel and make ethical choices. It adds new detail about the emotional and moral effects of AI in project management, which earlier research has not explored much.

This study makes a number of contributions to theory. It applies technology adoption models (e.g. Rogers' diffusion of innovation and the Technology Acceptance Model (TAM)) to AI tools for project management. For instance, TAM shows that project manager's willingness to adopt an AI communication assistant depends on its perceived usefulness and ease of use (Lampo, 2022). It also highlights the role of organisational supports like training and pilot projects in successful AI tool adoption for project professionals (Bah Esseme, et al., 2025). This study applies these well established theories to a new area i.e. AI supported project communication and engagement, and provides real world evidence that helps refine and expand our understanding of how these theories work in practice.

The research also reinforces the importance of a human centred approach to AI in project management (Brandas, et al., 2023). It finds that project managers should insist on maintaining human judgment in their role alongside AI. This aligns with the idea that AI should augment rather than replace human decision making (Shamim, et al., 2025). These theoretical contributions help to integrate AI project communication issues into broader models of technology adoption and trustworthy AI use.

On a practical level, this study gives actionable insights for project management professionals. This literature review lists many existing AI tools for communication and stakeholder work, from AI meeting assistants (e.g. Otter.ai) to communication content drafting tools and sentiment analysis software. This research also shows the impact to project management roles and how they are evolving**.** As AI grows to handle routine communication tasks, project manager's jobs can shift toward improving relationships with stakeholders for example (Project Management Institute, 2024).

While AI has many benefits for organisations it may also reduce a project manager's experiences of doing meaningful work, or work of significance (Bankins & Formosa, 2023). By highlighting this trade off, this study offers guidance: organisations should balance automation with human oversight to keep managers engaged and also achieve better project outcomes (Salimimoghadam, et al., 2025). In summary, these findings provide industry practitioners with recommendations of which AI tools to adopt, how they improve communication with stakeholders, and what skills and organisational changes are needed to support these new ways of working (Nenni, et al., 2024).

In conclusion, while AI is beginning to change how project communication and stakeholder management is carried out, its adoption in these particular areas is still in the early stages compared to other project areas. The literature shows that AI tools can bring real benefits to project management professionals e.g. improving efficiency, reducing repetitive tasks, and enhancing stakeholder engagement. However, they also come with challenges. These include ethical concerns, the need for human oversight, and the risk of reducing project manager's sense of ownership and emotional connection to their work. The research highlights that successful adoption depends not just on the technology itself but on several areas including;

- How well it fits the task it is required to support.
- The support provided by the organisation.
- The willingness of project managers to embrace change.

Finally, AI should be seen as a tool to support and not replace a project manager's judgement. By keeping project managers at the centre of project management AI tool adoption, organisations can realise the benefits of these tools. Importantly it also supports project managers maintaining stakeholder trust, their motivation, and exposure to meaningful work.

Chapter Three: Research Methodology

3.1 Introduction

This chapter outlines the research methodology adopted to examine the impact of AI tools on project management and project management professionals including impacts on practices in the areas of communication and stakeholder management. In line with the study's aims, to explore how AI tools are impacting project communication and stakeholder engagement, this chapter explains and justifies each methodological decision.

The structure of this chapter follows Saunders' Research Onion model as shown in Figure 1. It explains the different layers of the research onion identified by Saunders, et al. (2023); the research philosophy, approach, strategy, methodological choice, time horizon, and procedures and techniques.

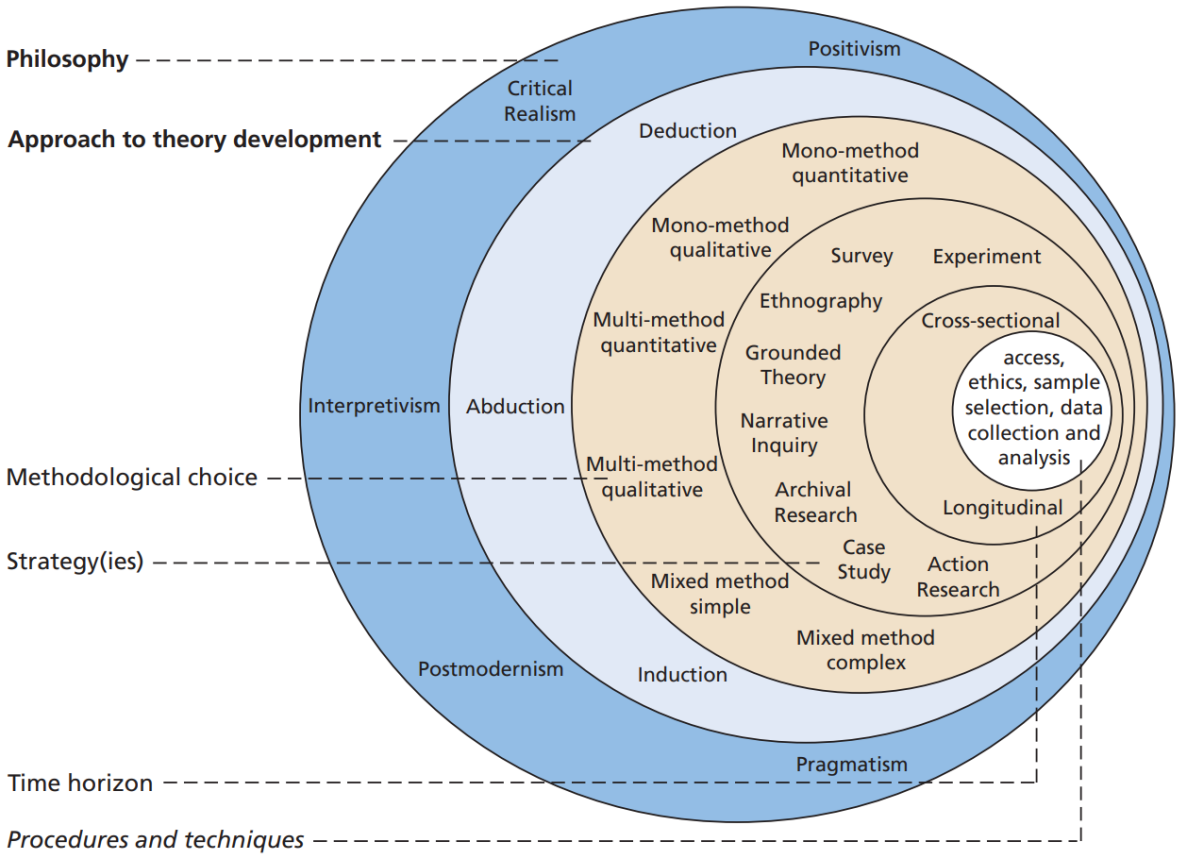

Figure 1 Saunders Onion (Saunders, et al., 2023)

It explains why a qualitative, interpretivist approach was suitable for gathering experienced insights from project management professionals. The use of semi-

structured interviews is justified as the primary data collection method, with a description of how a thematic analysis was applied to derive patterns from the collected interview data. The chapter also describes the sampling strategy, ethical considerations, and methodological limitations. The aim of this chapter is to ensure the research is transparent, rigorous, and aligned with the research objectives listed in Chapter 1.

3.2 Research Philosophy: Interpretivism

This research is underpinned by an interpretivist philosophy. Interpretivism means that reality is subjective with both social and cultural context being important (Gamage, 2025). Chowdhury (2014) explains that this means there can be different valid perspectives of reality from individuals rather than a single generalised reality. This paradigm emphasises understanding phenomena through the meanings that people assign to them. It is effectively seeing the world through the eyes of those being studied (Chowdhury, 2014). In contrast to positivism, which seeks general laws and objective facts, interpretivism acknowledges that knowledge is influenced by human experience and context (Saunders, et al., 2023). This therefore means that the researcher's involvement is also recognised as part of the research process.

Adopting an interpretivist stance is suitable for this research because the aim is to understand how project management professionals perceive and experience AI's impact on their communication practices and management of stakeholder relationships. Insights or results depending on contextual analysis can only be gained by qualitatively interpreting the individual's experiences and social realities (Lim, 2024). This would not be possible using a quantitative measurement of objective variables.

The interpretivist research approach aligns very well with the exploratory nature of this research's questions and supports the use of qualitative methods that capture rich, detailed perspectives from the participants.

3.3 Research Approach: Inductive

This research follows an inductive research approach. An inductive approach involves building theory, concepts, themes, models, etc. by interpreting observed data from the ground up by a researcher (Thomas, 2006). Per Figure 2, it is based on observations and evidence, rather than the deductive approach of confirming an existing hypothesis or theory. In short, theory follows data (Saunders, et al., 2023).

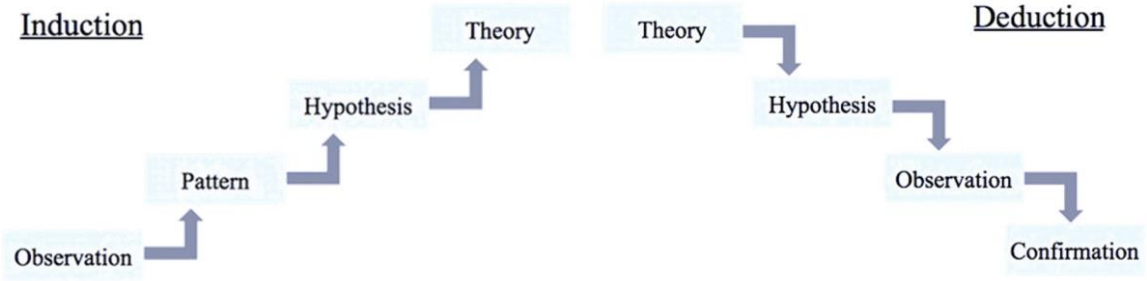

Figure 2 Induction and Deduction (Ragab & Arisha, 2018)

In practice, this means that the research begins with open ended research questions and collected data to derive patterns or themes, instead of starting with a formal hypothesis to confirm or refute.

Inductive reasoning is well suited when investigating emerging or under researched phenomena as it allows findings to emerge from the research data (Ragab & Arisha, 2018) . It is usually associated with qualitative research, focusing on exploration and discovery (Thomas, 2006), whereas a deductive approach is often linked to quantitative research and the verification of theories. As noted in the literature review, there was limited existing theory addressing how AI affects project communication and stakeholder engagement. An inductive research approach led to the development of a number of insights based on the research participant's experiences which we will review in later chapters.

By using induction this researcher remained open minded and data driven throughout which was important for capturing any unanticipated ways AI may be influencing project management practices.

3.4 Research Strategy: Grounded Theory

The strategy chosen for this research is grounded theory which is a qualitative approach of theory development. The grounded theory methodology, originally developed by Glaser and Strauss (1967), involves collecting and analysing data iteratively to "ground" the emerging theory in empirical evidence. Instead of starting with a theoretical framework (like with deductive reasoning), the researcher using grounded theory allows the key themes and explanations to surface from the data through a process of coding and constant comparison (Susanto, et al., 2024). This strategy aligns with the inductive approach as it generates the theory rather than tests it (Ayton, et al., 2023). It is well suited for exploratory studies in which little is known about the process or phenomenon under investigation.

In the context of this research, applying a grounded theory strategy meant that participant interviews were analysed continuously. The analysis aimed to see if any recurring concepts emerged regarding AI's impact on project communication and stakeholders. These concepts were gradually refined into broader categories or conceptual themes (Saunders, et al., 2023).

The study did not impose any existing model of communication or technology adoption on the data. It tried to let an understanding develop from the research participant's responses. This approach ensured that the analysis remained closely linked to the empirical evidence and relevant to the participant's individual contexts.

A full classical grounded theory would involve ongoing data collection until theoretical saturation is reached (Ayton, et al., 2023). (Theoretical saturation means no additional data can develop new properties of the theoretical category (Glaser & Strauss, 1967)). This dissertation used grounded theory principles to guide its analysis of its twelve interviews. These principles were applied within the observed interviews with project professionals with a variety of industry and experience in project management.

This strategy allowed for the development of an exploratory framework, or a set of themes about AI's role in project management that was based on the data collected. It is also reflective of the interviewed professional's own experiences.

3.5 Methodological Choice: Mono-method qualitative

This research employs a mono-method qualitative design. A mono-method study means that only one type of data collection and analysis technique is used, in this case, qualitative methods instead of mixing quantitative and qualitative approaches (Saunders, et al., 2023).

The study collected a single set of qualitative data (one to one interviews with project management professionals) and analysed it qualitatively. Interviewing was chosen because the research question demands in depth understanding of experiences and perceptions, which quantitative data alone could not adequately capture (Islam & Aldaihani, 2022). Also, it is a common method for collecting qualitative data (Jamshed, 2014). Saunders et al. (2023) describes a mono-method qualitative design as one where data is gathered through interviews and then analysed narratively or thematically.

A qualitative mono-method approach works well with the interpretivist, inductive foundation of the study and was deemed appropriate to address this research's objectives (Cropley, 2022). Quantitative measures (e.g. surveys or experiments) were not included as they would be less effective in finding complex and context rich insights from the participants about AI integration in project communication and stakeholder management that this study was seeking.

In summary, the choice of a single qualitative method clearly aligned with the research design and allowed for a concentrated exploration of the research topic by studying project management professional's perceptions (Shepherd, 2015).

3.6 Time Horizon: Cross-Sectional

The research adopts a cross-sectional time horizon as Saunders, et al. (2023) notes, we are examining the research subject matter over a short period of time. A cross-sectional study provides a "snapshot" view of a situation in a particular context. In this case, data was collected through one round of twelve one to one interviews within a defined timeframe. This captured the state of AI usage and its perceived impacts on project management practices and professionals at that time.

This approach contrasts with a longitudinal design involving multiple data collection points over an extended period to observe changes (Saunders, et al., 2023). Given the academic time constraints and the exploratory nature of this research, a cross-sectional design was the most practical and appropriate time horizon. It allows the capture of insights into how AI tools are affecting communication and stakeholder engagement in projects without the need for long term tracking of the subject. While a longitudinal study could reveal how these impacts evolve as AI adoption matures it was beyond the scope of this research. It would have involved reinterviewing the same participants at a later time (Audulv, et al., 2022).

The cross-sectional horizon aligned with the study's objectives and researcher's resources and provided relevant findings in the available timeframe. It should be noted that because the data represents a single time slice, the conclusions in this research are contextual to when the data collection occurred and may require revalidation as time elapses and the context changes.

3.7 Data Collection: Semi-Structured Interviews

For data collection, this study used semi-structured interviews with project management professionals. Interviews are a common qualitative data collection technique. They are suitable for exploring participant's experiences and viewpoints in depth (Ayton, et al., 2023).

The semi-structured format was selected to ensure that key questions and topics were covered while allowing flexibility for participants to give their perspective on issues important to them (Shoozan & Mohamad, 2024). This approach provided a balance between consistency across interviews and flexibility to probe any interesting points which is ideal for an exploratory study (Saunders, et al., 2023). An interview guide with

open ended questions focused on the participant's use of AI in project communication and stakeholder engagement and the changes they observed in these areas.

Twelve one-on-one video interviews roughly 20 to 30 minutes long were conducted (via Microsoft Teams). Video interviewing was selected as it's the closest method to face to face interviews (Saarijarvi & Bratt, 2021) and the interview could be recorded easily for transcription. It also meant that participant availability wasn't a significant challenge and could be conducted when suited the participants. As the interviews were recorded they could be transcribed as (McGrath, et al., 2018) recommends, "in good time".

This method of semi-structured interviewing delivered rich narratives and examples as participants could discuss in detail how AI tools have influenced their project roles, communication practices, and stakeholder interactions.

3.8 Sampling: Purposive Sampling

The study employed purposive sampling to select the interview participants. Cropley (2022) states having an appropriate sample is highly important. As Ahmad & Wilkins (2025) explains, purposive sampling is an intentional non-randomised way to identify research participants who are knowledgeable about the research topic. In this case, project management professionals were selected based on their varying experience in project management and exposure to AI driven tools or processes. The selection rationale was to ensure each participant could provide insightful information on AI's impact on project professionals, project communication and stakeholder management.

The sample includes professionals from a variety of industry sectors (e.g. Consulting, IT, Finance, Construction and Healthcare) and roles, to capture diverse perspectives. The sample size of twelve was considered enough for a qualitative study such as this. It balanced the depth with the coverage of diverse perspectives. Vasileiou, et al. (2018) also noted that with homogeneous groups such as this study's participants, the saturation of themes can occur by around twelve interviews.

By selecting participants directly involved in project management contexts with exposure to AI, this sampling approach increased the relevance and richness of the data collected (Saunders, et al., 2023). Although the sample is not statistically representative of all project management professionals, it is appropriate for a qualitative study aimed at depth of insight rather than breadth.

3.9 Data Analysis: Thematic Analysis

The interview data were analysed using thematic analysis. This is a method according to Ayton, et al. (2023) for systematically identifying and interpreting patterns of meaning

within qualitative data. Following Braun and Clarke (2006), the researcher transcribed and immersed himself in the interview data, generated initial codes for important ideas, and then collated these codes into potential themes. They continue by explaining that this inductive coding process means that the themes "emerge" from the data rather than being imposed beforehand. This aligns with the study's exploratory approach.

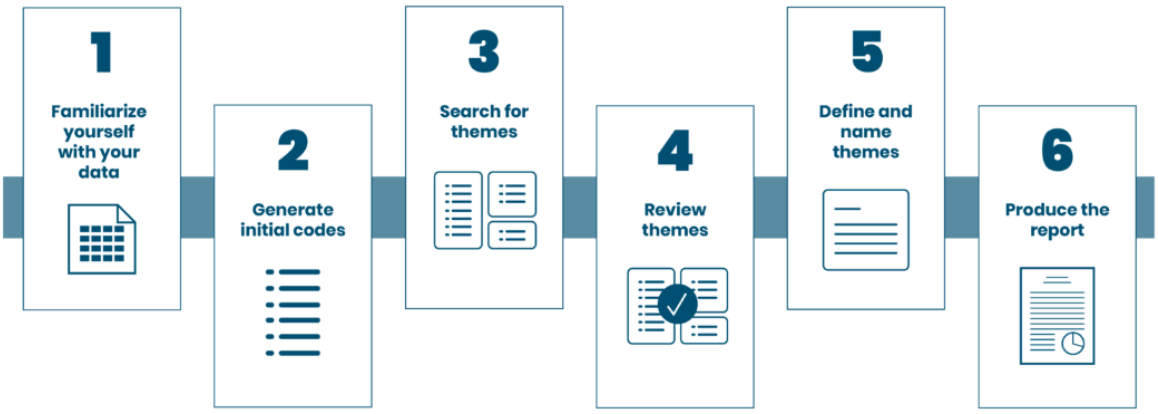

Figure 3 Phases of Thematic Analysis (Fleming, 2023)

Throughout the analysis, constant comparison was used as shown by Shirwan, et al. (2025). Codes and extracts from the transcript were compared across all interviews to ensure that the themes were consistently applied and reflected the participant's accounts.

The final themes showed important aspects of AI's impact as reported by the professionals (e.g. common themes reflected how AI tools impacted roles, improved communication efficiency, etc.). Representative quotes were extracted from the transcripts to show each theme in the findings.

Overall, thematic analysis proved to be very effective in refining the qualitative data into an organised set of insights. This was achieved without losing the context of the participant's experiences in the subject matter.

3.10 Ethical Considerations

This research was carried out with a strict adherence to the required ethical standards. Approval was obtained from the University of Wales Trinity Saint David before the data collection/interviews were started. All participants provided informed documented consent after being fully informed of the study's purpose and procedures. They each understood that their participation was entirely voluntary. This was as Saunders, et al.

(2023) notes to be both methodologically sound and morally defensible to the people involved. See Appendix B for a copy of the participant's consent letter.

To protect the participant's privacy, certain measures were taken to ensure confidentiality and anonymity. Participants were randomly assigned an interviewee letter so no real names or identifying information appears in the dissertation's analysis or discussion. This way everyone's responses cannot be traced back to them. This also encouraged openness with the participants in sharing their experiences.

Interview recordings and transcripts were stored securely on a password protected device with only the researcher having access to the raw data. Recordings were deleted when the transcripts were completed. The transcripts were deleted on completion and submission of this dissertation to the University of Wales Trinity Saint David. Participants were assured per the consent letter that they could withdraw at any time without any consequences and that there were no identifiable risks in taking part.

Throughout the study, the researcher ensured transparency and respect e.g. making it clear that participation was voluntary and treated all information provided as confidential. The researcher was continually aware of their biases and potential to influence the data collection during interviews. This reflexive approach ensured that the required level of rigour and quality was shown while conducting this research (Ayton, et al., 2023).

By following these ethical practices, this research safeguarded the rights and wellbeing of all of the participants and also enhanced the credibility of its findings.

3.11 Methodological Limitations

This research design has certain limitations that should be acknowledged.

1. The qualitative nature and relatively small sample (i.e. twelve project managements professionals) means that the findings are not broadly generalisable beyond the specific context of this study (Saunders, et al., 2023). The goal here was to gain a depth of insight in this research area rather than to create a set of results that were statistically representative. This means extrapolating the results from this research to other populations is not advisable.
2. This research provides a cross-sectional snapshot. It does not capture how the role of AI in project management may evolve over time. A qualitative longitudinal research could give additional insights that a one off study could not (Audulv, et al., 2022).
3. With qualitative data collection there is always a risk of researcher bias (Galdas, 2017). This researcher's own perspectives and interactions with participants could have influenced data collection and analysis. To mitigate this and as

mentioned above, reflexivity was practiced (the researcher continuously reflected on his assumptions) and they were transparent on how the data was collected.

4. As mentioned above in reference to the research sampling, this research drew on the grounded theory principle. The limited scope means that theoretical saturation may not have been fully achieved. While (Vasileiou, et al., 2018) noted twelve was often the point of homogeneous group saturation, there is a possibility that a larger group or participants might have added further depth to this research.

3.12 Methodology Conclusion

In conclusion, this chapter has outlined the selected methodology for investigating the impact of AI on project management professionals, project communication and stakeholder management. The interpretivist research philosophy and inductive research approach ensured that the research was aware of the research participant's experiences and context.

The use of a grounded theory strategy and thematic analysis enables the research to generate insights grounded in empirical data. A mono-method qualitative methodology design with semi-structured interviews provided rich and contextual information. The cross-sectional time horizon captured the current state of AI's influence in projects at the time of interviewing. The listed measures above were taken to conduct the research ethically and to address potential limitations.

Overall, the chosen methodology aligns very well with the research objectives. It has provided a contextual understanding of how AI technologies are interacting with the human factors in project management which we will review further in the following chapters.

Chapter Four: Results

4.1 Introduction

This chapter presents the results from semi-structured interviews conducted with twelve project management professionals (i.e. Participants A to L). The purpose of these interviews was to explore and understand how AI is influencing communication and stakeholder management within project environments.

This analysis followed a thematic approach, coding the interview data and grouping it into broader themes. This process identified six major themes with sub themes that reflect both the opportunities and challenges presented by AI:

1. AI Adoption as an Assistive Tool
2. Efficiency and Effectiveness Gain
3. Improved Communication and Stakeholder Engagement
4. Accuracy, Ethics, and Oversight
5. Organisational Readiness and Integration Challenges
6. Impact on Job Satisfaction

Each theme and sub theme are detailed in Appendix A and below with excerpts from participant's interviews to capture their actual experiences and also to show the diversity of their perspectives. These themes provide a rich picture of how AI is currently reshaping project management practices.

4.2 Theme 1: AI Adoption as an Assistive Tool

4.2.1 AI as a supportive assistant

Participants describe GenAI mainly as a supportive assistant for documentation, meeting support, and idea generation. They stress AI does not replace human judgment. Some adopt enthusiastically, while others avoid it.

- Many of the participant's use is in a range from using it fairly widespread like Participant A *"We've used a bit of ChatGPT, Copilot, Teams, [and] Corporate GPT"* to Participant I *"For me, it hasn't had any influence because I've chosen not to use it"*.
- Participants like B explains that the "Human in the loop" requirement still stands when using AI outputs particularly when making decisions. *"AI will only be used to support decisions but decisions will be made by humans"*. Participant C also references this listing AI as a supporting tool rather than a decision making tool.

4.2.2 Variation in adoption levels

Adoption varies a bit between participants from integrated use of enterprise project management tools and their AI capabilities to cautious or minimal adoption. This can depend on each organisation's readiness and governance structures that are or are not put in place.

- Participant D is one of the heavier users of AI tools referencing the following uses *"Built-in [Microsoft] apps with AI tools e.g. Azure DevOps, Wrike, ChatGPT, Copilot*".
- Participant K is on the other end of the spectrum noting "*Limited use of Copilot and ChatGPT, cautiously waiting for policy"*.

4.2.3 Learning curve and user skill

The use of AI in project management requires user skill. It is not just in terms of using the tools but also what to do with the results. As noted in the 1st sub theme in this theme human judgement is required to use these tools appropriately. Without practice or training, results can be weak or misleading.

- Like any new technology Participant A highlights that *"Getting the prompts right requires time investment and iteration"*. There is a learning curve for new users which is required to be overcome to enable organisations to maximise the benefits of their investment in AI technology for project management.
- Participant F uses the colourful quote "*A tool with a tool is still a fool*" to reinforce the requirement of sound judgment for appropriate use of these tools.

4.2.4 Summary of Theme 1 findings

AI adoption in project management acts as a supporting assistant. While routine work is being automated important decisions still remain with project managers to ensure appropriate oversight is in place. The use of AI varies quite a bit and is often based on an organisation's readiness and their policies (or lack of). Getting the value from AI tools in project management requires user skill and training meaning human expertise is still essential for realising the full benefits of AI in project management.

4.3 Theme 2: Efficiency and Effectiveness Gains

4.3.1 Reducing administrative load

AI helps cut down the administrative burden on project professionals by automating routine communication related work (minutes, documentation, creating initial drafts of project communications, etc.). This frees up project managers time to focus on dealing with complex project issues and other more important tasks.

- Participant A mentioned that AI "*Reduces project management work, saves time… transcribing meetings with automated minutes and actions*". Participant D also noted that "*Administration overhead reduced… more time to invest in difficult project activities*" showing that using the tools appropriately does free up time.
- Participant G described using AI can allow project professionals to get over initial procrastination and also draft communication content much quicker "*Assists getting content started [and] speeds up tasks making them more efficient*".

4.3.2 Speed and preparation gains

AI supports project professionals with faster preparation of content, analysis of information and research that can lead to quicker turnaround for communications and project outputs.

- Participant A says that AI "*Speeds up administration and content generation tasks. Research much faster".* Participant H supports this with the following statement, "They help you get ready faster… it cheaper because you're consuming less time" which is a better result for projects and organisations.

4.3.3 Redirecting focus to value work

As mentioned above AI automates repetitive tasks. This allows project professionals to redirect their time toward more value adding work by investing in interpersonal activities with stakeholders.

- Participant J supports the finding relating to AI enabling focus on more value add activities by reducing work that can be automated.; "*Helps with repeatable and boring work*".
- With this response "*Freeing up time for the relationship and engagement part of the role*", Participant E makes the point relationship building and stakeholder engagement can get more attention when time is freed up. Both of which are crucial for successful projects.

4.3.4 Summary of Theme 2 findings

Project professionals report that AI can streamlines administrative tasks like drafting communications and transcribing meetings reducing their mundane workload but also speeding up content creation. This efficiency allows them to focus more time on complex project issues and relationship building which can lead to better stakeholder engagement and project outcomes.

4.4 Theme 3: Enhanced Communication and Stakeholder Engagement

4.4.1 Simplifying and clarifying information

AI can facilitate clearer stakeholder communication by producing accurate transcripts and simplifying complex content for diverse groups.

- Participant C explained that automating meeting related content creation allows for a single objective version of information to be shared with all stakeholders regardless of the cultural diversity. i.e. "*Copilot & Teams for transcribing and recording meetings and creating minutes, actions, and decisions. Useful with diverse cultural groups*".
- With this statement "*Summarise and simplify complex regulatory document to enable stakeholder understanding and onboarding*" Participant B showed that AI tools can assist with simplifying complex content and useful to support nontechnical stakeholder appreciation of the content's message and also for use cases like onboarding.

4.4.2 Tailoring stakeholder messages

Participants use AI to tailor messages or fine tune communication tone, though they still emphasise human finalisation is required to ensure the message is appropriate for the receiver.

- Participant E simply reported that "*Can tailor communication for different stakeholders*" and Participant L noted their use to tune their communications "*Not a great deal of change. I use AI to tune up my communications… It can fine tune the message*".

4.4.3 Enhancing transparency

AI generated project information and summaries can improve project transparency and accountability, allowing stakeholders to stay updated quickly.

- Participant A mentioned that AI "*Enables sharing near real time information factual, objectively recorded*" which shows that automated project information is not interfered with before display or sharing. This is also useful for a common project task relating to visibility of project actions progress "*real time visibility of action responsibility and accountability*" noted by Participant F.

4.4.4 Summary of Theme 3 findings

AI is helping project professionals by simplifying and clarifying project information for stakeholders, like automating meeting minute creation or making complex content easier to understand for diverse stakeholders. It also allows project communications to be tailored for different audiences, but it's been noted that human oversight still remains important. Automated project summaries are able to increase transparency and accountability by giving stakeholders near real time updates, communicating project actions and responsibilities.

4.5 Theme 4: Accuracy, Ethics, and Oversight

4.5.1 Accuracy and reliability

AI outputs can often contain errors or "hallucinations" that are factually incorrect, incoherent or completely made up so there is a need for careful human oversight when dealing with AI generated data. The accuracy of outputs from AI tools is a shared concern across a number of participants.

- Participant A outlined this with this statement "*Must review generated content before sharing*" and Participant B shared the concern regarding the accuracy of the outputs "*Hallucinations, output accuracy is a concern*". Participant C noted that users "*need to take care… due to bias and hallucinations*".

4.5.2 Data privacy concerns

Participants noted they worry about data security and confidentiality of their data, particularly when using public AI tools.

- Participant B asked the question "*How can we do security?"* and "*it was more about data exfiltration*" or the loss of confidential data. Participant G was rightly

worried about privacy particularly for external participant's data "*Privacy particularly related to external stakeholder data*" and Participant K noted similar concerns, "*Privacy of data. No guarantee where this data is going*".

4.5.3 Ethical concerns in content

Concerns were raised that AI can produce unethical or unoriginal content and that users of the outputs need to be aware of the tone in the communications AI produced. It was highlighted there was a need for transparency and accountability regarding using AI results.

- Participant B said there should be "*transparency on how AI results were generated*" with Participant C noting that when using AI tools users should be "acknowledging use of AI tools".
- Participant G highlighted care needed to be taken with the tone of generated communications "*AI-produced content can sound robotically generated… Do not use it verbatim*". Participant L's view was the AI results can be "*plagiarism with extra steps at times*".

4.5.4 Summary of Theme 4 findings

The theme highlights concern from participants around AI's outputs accuracy. The participants stressed the importance of keeping human oversight due to the potential for errors and hallucinations in content generated by AI. Data privacy is also an important issue especially with regard to the security of confidential information when using public AI tools. Ethical considerations are raised too i.e. the need for transparency about AI use, awareness of AI content's tone, and the risks of using unoriginal or plagiarised material.

4.6 Theme 5: Organisational Readiness and Integration Challenges

4.6.1 Structural and financial barriers

Barriers to AI tool adoption include a lack of organisation's readiness, costs, and cautious policies. When integrating AI tools, it was also slowed down by both employee scepticism and uneven adoption rates.

- Participant E said their "*organisation not ready to adopt AI due to data security readiness*" and the "*cost of licences*". Participant B said they were late to AI adoption despite demand for it in the organisation. The were "*late to adoption despite business demand for use cases*". Employees are not always ready either

as a fear of job losses was mentioned by Participant D "*Employees have scepticism regarding job losses*".

- Participant F noted that adoption needs to be widespread, or project managers will have difficulty managing expectations "*Not adopted across the organisation, different expectations to manage*".

4.6.2 Organisational support and leadership

Good organisational leadership and support with companywide adoption can help project managers integrate AI effectively into their tool kits.

- Participant F highlighted this "*Widespread company adoption will support project managers*" and Participant G said that senior management support gave the push to transform the organisation to use AI tools "*Board support, momentum to transform*".

4.6.3 Training and capability building

Leadership direction on appropriate AI use, training and skills development is essential for successful adoption in organisations.

- Participant L said that "*proper training, not just the use of it but also direction on what it should be used for*" which shows that investment is required in training staff but also when and what AI should be used for. Participant A noted that it takes repeated use and learning to get the prompts right to get the best from LLM chatbots like ChatGPT and Copilots one, "g*etting prompts right requires training and iteration*".

4.6.4 Summary of Theme 5 findings

Organisations can face a number of challenges when adopting AI including; concerns around organisational readiness, leadership supports and costs. Successful adoption depends on strong leadership support, widespread buy-in, and organisations investing in proper training so employees know both how and when to use AI tools effectively. When these in place in an organisation integration becomes smoother and more sustainable.

4.7 Theme 6: Impact on Job Satisfaction

4.7.1 Positive uplift through reduced drudgery

Some participants shared that AI improves their job satisfaction by reducing tedious work due to the efficiencies AI can bring and by supporting task initiation by overcoming procrastination.

- Participant A said AI "*speeds up administration and content generation tasks*" with Participant G agreeing that AI helps with "*more efficient delivery, cut down non-value added tasks*".
- Participant C noted that AI assists getting tasks initiated as it "*helps starting content creation, get past procrastination*".
- Participant B summarised thing well with "*AI will change the way we work… it will make life easier*".

4.7.2 Concerns and risks

There were a few concerns raised by participants in their interviews regarding over reliance on AI generated content and they tempered some of the positive satisfaction outcomes above regarding risks to job security.

- Participant C shared that there were "*risks if overused*" as users could become over reliant on the AI tools.
- Participant D expressed the concern with job security with "*Job losses concern some employees*".

4.7.3 Summary of Theme 6 Findings

AI tools adoption was found to enhance job satisfaction for most project professionals by speeding up or automating repetitive tasks. Participants highlighted the benefits of AI in project management such as reduced administrative burden and easier task initiation. However, some concerns emerged in interviews about over reliance on AI and potential risks to job security.

4.8 Results Conclusion

This chapter has presented the findings of the research interviews with twelve project management professionals, showing how AI is influencing communication and stakeholder management practices.

The results highlight that AI is not a substitute for the human aspects of project management. It can act as an enabler that streamlines administrative project work, enhances communication quality, and can improve job satisfaction. On the other side there are noted issues regarding accuracy, privacy, ethical use and job security. These issues and organisational aspects are all important in considerations integration AI into project management.

Overall, the results show that AI is becoming a valuable support tool in project management, offering clear benefits while also presenting certain challenges that require careful management.

Chapter Five: Discussion

5.1 Introduction

This chapter integrates the qualitative research findings from the results chapter with the literature reviewed in chapter two. It also links them to the research objectives outlined in chapter one. This study set out to explore the extent of AI adoption in project management, its impact on communication and stakeholder engagement, the ethical issues it raises, and its effect on job satisfaction.

The interviews revealed six key themes: AI Adoption as an Assistive Tool, Efficiency and Effectiveness Gains, Improved Communication and Stakeholder Engagement, Accuracy, Ethics, and Oversight, Organisational Readiness and Integration Challenges, and Impact on Job Satisfaction. Each theme is analysed here in relation to the literature review from chapter 2 including the two frameworks (Rogers' Diffusion of Innovation and the Technology Acceptance Model) covered previously.

By reviewing these themes this chapter shows how AI is reshaping project management communication and stakeholder engagement practices. This discussion chapter confirms much of the existing research while it also adds qualitative evidence on communication and stakeholder engagement and job satisfaction, domains that remain underexplored.

5.2 Theme 1: AI Adoption as an Assistive Tool

Participants described AI as a supportive tool rather than a replacement. GenAI solutions were used to draft documents or summarise discussions, but the final judgment on any content shared remained human. This reflects the concept of AI assistance and augmentation in the literature where AI acts as an assistant enhancing project professional's capabilities (Project Management Institute, 2023).

AI adoption levels varied in the interviews. Some participants like Participant B were enthusiastic early adopters of tools. Others like Participant K were a bit more hesitant, awaiting clear policies from their organisations or evidence of the value it can bring, for example "*Limited use of Copilot and ChatGPT, cautiously waiting for policy*". This mirrors Roger's Diffusion of Innovation model, in which innovators and early adopters experiment first while others wait for proof of benefits (Lampo, 2022). The Technology Acceptance Model (TAM) also explains variation in adoption with participants. Perceived usefulness and ease of use, the two key TAM factors (Na, et al., 2022), also fed into participant's decisions to use AI.

On the other hand, lack of trust or training slowed uptake, aligning with studies emphasising the role of user confidence and support (Na, et al., 2022).

Interestingly none of the participants perceived AI as a threat. Instead, they emphasised that project managers should retain accountability for the material they share with stakeholders. This challenges many of the early claims of AI displacing managerial roles. It reinforces the view of Savio & Ali (2023) that AI will enhance rather than eliminate project management (Institute of Project Management, 2024).

In summary, the theme of AI as an assistive tool confirms the noted theoretical expectations of augmentation. It shows the importance of adoption factors described by both TAM and Diffusion of Innovation frameworks. The varying uptake among participants reinforces the literature review result that AI adoption in project communication and stakeholder management is still in its early days. This theme aligns with the focus of Objective 2 in relation to current AI usage levels and what its being used for.

5.3 Theme 2: Efficiency and Effectiveness Gains

Participants fairly consistently described efficiency gains in their responses during the interviews. Automating tasks such as meeting minute generation, status report creation, template creation, and scheduling saved them time which allowed them to focus on move value add or strategic activities. This directly addresses research Objective 3 in relation to AI's impact on the effectiveness and efficiency of project management practices.

These results from Participants A, D and G are backed up by the literature. Hossain, et al. (2024) found that organisations who leverage AI in project management reported real improvements in project delivery times and cost performance. Specifically, AI's ability to automate repetitive tasks such as the ones mentioned above were shown to reduce project administrative overhead significantly. Das et al. (2025) also concluded that advanced AI tools for project management like JIRA and Monday.com significantly improve project efficiency by automating tasks and collaboration with stakeholders.

The Institute of Project Management (2024) also reported that 41% of project professionals believe AI is pushing their role towards more strategic tasks. When not dealing with the repetitive routine tasks participants can give more attention to stakeholder management and dealing with complex issues. These gains improve the participant's effectiveness as a project manager. AI can take over low level mundane work and they can elevate their "human centric role" in projects ensuring effective communication and that their stakeholder's needs are met. For example, Participant E noted AI is "*Freeing up time for the relationship and engagement part of the role*".

It is worth noting that the extent of the benefits varied with how much participants were using AI. Those who reported limited use saw less positive impacts, but the heavier

users reported more positive impacts. This suggests a positive feedback loop: as project managers see real world efficiency benefits day to day, their perceived usefulness of AI increases. This in turn encourages broader adoption which as we've seen in the literature is consistent with TAM.

These responses and the literature also address research Objective 3 in relation to AI's impact on the effectiveness and efficiency of project management practices.

5.4 Theme 3: Enhanced Communication and Stakeholder Engagement

Communication was one of the clearest benefit areas reported by participants. They described using AI transcription and summarisation tools to create consistent meeting records reducing misunderstandings across diverse teams. This aligns well with Karamthulla, et al. (2024), who noted AI improves collaboration by providing accurate summaries, provide real time updates and action tracking.

AI was also reported to support message tailoring by the participants. For example, Participant E reported AI "*Can tailor communication for different stakeholders*". Participants C, B and E used AI to simplify complex material and tailoring communication for different stakeholders to enhance understanding. (Project Management Institute, 2024) also found that AI clarifies complex information and improves stakeholder engagement. Other AI tools like sentiment analysis tools can offer further actionable information to project managers by detecting stakeholder frustration or disengagement allowing them to intervene early to address issues. Bah Esseme, et al. (2025) showed that the use of these tools can build trust through stakeholder communication analysis and proactively communication with them.

Dashboards and chatbots increased transparency. In one case, Participant B noted real time updates could improve stakeholder participation. This echoes Reznikov (2025), who also mentioned similar results.

However, participants responded with a level of caution regarding using AI generated messages that can feel impersonal if used verbatim. The literature echoes this with Bento, et al. (2022) warning that AI can lack empathy and cultural nuance. Hohenstein, et al. (2023), warned that "*text suspected of or labelled as being written by AI was perceived as less trustworthy*". It also agrees with Adamantiadou & Tsironis' (2025) claim that human centric skills like emotional intelligence and contextual awareness are difficult for AI to replicate accurately.

Overall, AI enhanced communication clarity, transparency, and responsiveness, and confirms Objective 2 providing real world examples for project management professionals. These findings go towards addressing the project communication and

stakeholder management research literature gap identified by Adamantiadou & Tsironis (2025).

5.5 Theme 4: Accuracy, Ethics, and Oversight

Participants also expressed caution about AI's accuracy and associated ethics using AI generated content. Several of them like Participant B reported experiencing errors in AI outputs "*output accuracy is a concern*" that required correction and review. This reflects Akinrinola, et al. (2024) who highlighted risks from opaque or "black box" systems. They noted that considering both transparency and explainability are very important before using AI generated outputs with stakeholders.

Privacy was another serious concern with Participant G sharing "*Privacy particularly related to external stakeholder data*". Many rightfully avoided entering sensitive project data into AI systems. Awareness of compliance with GDPR (Council of the European Union, 2016) is therefore an influencing factor and one participant mentioned their organisational requirements to comply with the EU Artificial Intelligence Act (Council of the European Union, 2024). This aligns with Khan, et al. (2022), whose systematic literature review showed that privacy is one of the core AI ethical principles.

Bias also emerged in the participant responses as something to watch out for. Li & Xiang (2024) give a number of examples of bias such as gender bias and ethnic or race biases. These biases can be introduced to AI tools in their development. Participants saw it as part of their role to review, detect and correct potential instances of bias in AI outputs before using them to support communication and stakeholder engagement.

Another shared perspective from the participants was that accountability remains with the project manager as the "human in the loop". Even if AI made recommendations or created actions for circulation, final responsibility for them being correct still lay with humans. Per the literature, Olateju, et al. (2024) also argues for human accountability in AI governance.

As noted above, participants used AI generated outputs as initial drafts but that they were subject to their review and edit before sharing. This supports Salimimoghadam, et al. (2025) who showed that human oversight can balance the efficiency AI can bring, with the responsibility of the user to give better project outcomes.

These findings inform Objective 4 relating to the opportunities and challenges AI presents for communication and stakeholder management and also Objective 5, how ethical considerations are impacting project management roles. While AI tools can be beneficial to project professionals, responsible use requires transparency, privacy safeguarding, and human oversight to maintain stakeholder trust.

5.6 Theme 5: Organisational Readiness and Integration Challenges

Participant feedback showed adoption was influenced by organisational readiness. Where leadership encouraged innovation in AI and the requisite training was available, integration was smoother. Without these supports, uptake could be limited. This was reflected by Tursunbayeva & Gal (2024) who highlighted leadership vision and investment in employee's skills and training as key enablers to successful adoption.

Both training and the time to actually do it emerged as a critical requirement. Participant L said "*training, not just the use of it but also direction on what it should be used for*" was required. Participants who received structured training felt more confident using AI for communication and stakeholder management. This reflects Na, et al. (2022) who also found that training can boost technology adoption and acceptance.

Other barriers to adoption included financial constraints and cultural resistance. One participant saw AI as undermining technical expertise with users trying to leverage technical using outputs they don't actually understand. Mohammad & Chirchir (2024) described similar issues noting the importance of organisational change management and organisation's culture to support adoption.

On the other hand, organisations who have clear policies in place and started with pilot AI projects overcame these barriers more easily. Governance frameworks provided people with clarity on acceptable use of tools and data protection requirements which builds trust. Participant F reiterated this concept in their responses. Karamthulla, et al. (2024) also argues that this type of governance is very important for sustainable AI adoption in organisations.

These findings go towards addressing Objective 3 by showing that organisational readiness aspects such as leadership, culture, investment and training can determine successful adoption. AI adoption in project management is not just implementing a technical solution, it requires a strategic organisational change.

5.7 Theme 6: Impact on Job Satisfaction

AI's impact on job satisfaction was fairly mixed but largely positive. Most participants felt AI relieved them of repetitive tasks and enabled them to focus on more meaningful activities. For example, Participant G agreed that AI helps with "*more efficient delivery, cut down non-value added tasks".* This improved both morale and reduced participant's stress, supporting Chuang, et al. (2025), who found that GenAI can reduce exhaustion and enhance engagement. This also aligns with Paparic & Bodea (2024), who argue that AI impacts project managers work by shifting focus to strategic activities. Brynjolfsson, et al. (2025) similarly found that AI augments knowledge work, increasing satisfaction.

However, it is worth noting that some participants expressed concerns about long term job security and skill erosion. Participant C feared a situation where users become over reliant on AI or maybe even being replaced as noted by Participant D.

In summary AI can enhance job satisfaction by reducing drudgery, but there are risks if it undermines autonomy or job security. These findings address Objective 5 and again show the importance of human centred adoption.

5.8 Discussion Conclusion

This discussion chapter has examined how AI adoption is impacting project management practices in communication and stakeholder management addressing the research objectives from Chapter 1.

These findings confirm that AI is primarily seen as an assistive tool that augments rather than replaces project managers. Successful adoption aligns with Rogers Diffusion of Innovation and the TAM. Efficiency and effectiveness gains were reported by most participants. Repetitive administrative tasks were being automated to free up project managers to focus on higher value or strategic activities.

There were benefits to enhanced communication and stakeholder engagement, but participants highlighted the importance of retaining a human touch to keep stakeholder's trust.

Certain ethical considerations around accuracy, privacy, and bias were listed by participants reinforcing the role of project managers as accountable "humans in the loop." Organisational readiness including leadership support, training, and governance were shown to improve adoption success. AI's impact on job satisfaction was mostly positive but some concerns were raised about long term job security and over reliance highlight the need for careful implementation.

Overall, the results demonstrate that AI adoption in project management is still in its early stages. It can give clear benefits when supported by a strong organisational culture, ethical oversight, and a human centred approach.

Chapter 6: Conclusion and Recommendations

6.1 Summary of Aims and Methodology

This research set out to explore how AI is impacting project management practices, with a particular focus on communication and stakeholder management. The study set out to fill a gap in the existing literature by examining the communication and stakeholder management impacts of AI adoption.

An interpretivist, inductive philosophy underpinned the design of this research. Data was collected through semi-structured interviews with twelve project management professionals. It was analysed thematically using the grounded theory approach to create the six emergent themes listed in this research.

6.2 Key Findings and Discussions

The study addressed the study's four research questions from Chapter One in the following ways:

Research Question 1:

Extent of AI adoption: adoption of AI tools was found to vary considerably and still at an early stage. Most participants use generative AI tools and primarily in narrow areas such as transcription, communication drafting or review support rather than as a fully embedded AI capability. Others were fairly cautious, waiting for organisational policies or even avoiding their use altogether. Adoption levels were influenced by organisational readiness, leadership support, and the individual's skills.

Research Question 2:

Influence on communication and stakeholder management outcomes: The research found AI improves efficiency and clarity in communication. It supports stakeholder analysis and it also helps with engagement opportunities by freeing time for project professionals through automating repetitive work. However, interview participants were a bit cautious regarding the overuse of automation as it may risk undermining communication authenticity and erode stakeholder trust.

Research Question 3:

Ethical considerations impacting roles and responsibilities: Project professionals expressed a number of concerns about accuracy and privacy. While AI can generate useful outputs for users, the risks of errors or hallucinations, and biased or unoriginal content can mean that results must be carefully reviewed (by project professionals) before using in projects. Data confidentiality was a key issue particularly when using

public AI tools. Ethical considerations such as transparency in disclosing AI use was also noted by participants. Project professionals are accountable for the AI outputs the use.

Research Question 4:

Impact on job satisfaction: the findings showed that AI adoption can improve job satisfaction by reducing repetitive tasks and helping overcome procrastination. A number of participants shared that AI makes their work more efficient and enjoyable by removing dull repetitive tasks. However, a few concerns were also raised about over reliance on AI and potential threats to job security.

Together, these insights show that AI adoption is changing project communication and stakeholder engagement in several ways, creating both efficiencies and new professional challenges. See *Table 2* below listing the identified opportunities and challenges associated with the adoption of AI tools for project management communication and stakeholder management.

Opportunities	Challenges
Automates repetitive tasks, creating efficiency and time savings.	Risk of bias, hallucinated outputs, and lack of transparency in AI systems.
Improves clarity, consistency, and accessibility of project communications.	Data privacy and security concerns when handling sensitive project or stakeholder information.
Enables richer stakeholder engagement through sentiment analysis and tailored messaging.	Over reliance on AI can weaken authenticity and damage trust in stakeholder relationships.
Provides data driven insights that support better decision making.	Organisational readiness issues: leadership support, training, and workforce acceptance are uneven.
Enhances job satisfaction by reducing stress and administrative workload.	Some fear of project manager role erosion and skill degradation from a heavy dependence on AI.

Table 2 Opportunities and Challenges adopting AI for Project Management

A thematic analysis of twelve project professional interviews identified six interlinked themes.

1. AI as an Assistive Tool: Participants described AI as augmenting rather than replacing project managers and reinforced the importance of human oversight.

2. Efficiency and Effectiveness: AI tools improved reporting, documentation, and communication and delivering time savings for busy project professionals.
3. Communication and Stakeholder Engagement: AI enhanced message clarity and enables more inclusive engagement across diverse stakeholders. Some participants reported fears of reduced authenticity in communications and that the "human in the loop" was important for context and tone.
4. Accuracy, Ethics, and Oversight: Concerns reported included bias, hallucinated outputs, and data privacy risks, with most agreeing that governance was essential for successful adoption.
5. Organisational Readiness: AI adoption is depended on leadership support, investment in training, organisational change management, and starting small e.g. with pilot projects.
6. Impacts on Job Satisfaction: Participant views were a bit mixed. Some found AI reduced workload stress and gave opportunities for more interesting work, while others worried about over reliance and diminished roles.

Together, these six themes show that AI holds potential to improve project outcomes but also identifies some new risks that need to be carefully managed when adopting AI tools.

6.3 Integration with Theory and Literature

The findings were reinforced by theoretical frameworks discussed in the literature review. Rogers' Diffusion of Innovation model explains variation in adoption i.e. participants ranged from innovators to cautious laggards. The Technology Acceptance Model (TAM) is aligned with the participant's references to "perceived usefulness" and "ease of use" as adoption drivers.

The role of AI as an assistant aligns with the argument by Savio & Ali (2023) that AI can augment rather than replace project managers. Efficiency gains recognised by participants supports research by Hossain, et al. (2024) Das, et al. (2025) and the Institute of Project Management (2024). They show that AI can improve delivery times and it enables project managers to work on more strategic tasks.

Enhanced communication findings were confirmed by observations by Karamthulla, et al. (2024) that AI enables accurate meeting summaries and improves collaboration. It also matches the concerns from Bento, et al. (2022) about AI's lack of empathy. The ethical issues and privacy concerns identified by participants echo the emphasis on transparency and the continued need for human oversight (Akinrinola, et al., 2024).

The research findings align broadly with current literature, but they add a new qualitative slant. Earlier AI in project management studies focused on quantitative functions like cost estimation and scheduling. This research shows that AI usage in communication and stakeholder management is emerging quickly and supports the literature recommendations for more human centred project management studies. The emphasis on oversight reflects concerns from Khan, et al. (2022) and Cheong (2024) with ethics, privacy, and accountability.

Concerns about over reliance on AI and skill erosion however, aligns with caution from Bankins & Formosa (2023) and Bhargava, et al. (2021) about AI automation's psychological effects. This study also provides empirical evidence that AI strengthens stakeholder engagement.

6.4 Contribution to Knowledge

This dissertation makes a positive contribution to the body of knowledge on AI in project management by providing a qualitative investigation into AI's impact on project communication and stakeholder management. This study addresses the literature's identified gap and offers current project professional insights that complement the mainly quantitative research to date.

By grounding emergent themes in the participant's narratives, the research shows how AI can augment rather than replace human judgement and interpersonal skills. It also shows how theories like Rogers' Diffusion of Innovation and the TAM can be applied in a project management adoption context. The findings build on these existing theories and provide real examples of how AI affects professionals in practice.

6.5 Limitations

The research has several limitations recorded in this dissertation.

- The small sample of twelve participants limits the potential to generalise outside the context of these findings.
- Participants came from similar professional backgrounds which could potentially have narrowed the diversity of experience reported.
- The cross-sectional design provides a snapshot of AI adoption today. With the rapid pace of AI development these insights may quickly become outdated.
- Because the data was self reported, responses might be influenced by participant's familiarity with AI or personal biases.

6.6 Recommendations for Practice

Drawing on the research findings the following recommendations are offered for organisations beginning or already started on their AI adoption journey.

1. Position AI as a supportive tool:
   Introduce AI as a project professional copilot that automates routine tasks while leaving decision making with project managers. Communicate clearly within the organisation that AI augments human judgement instead of replacing it.

2. Invest in training and upskilling:
   Develop organisation wide training on prompt engineering, data governance and the ethical AI use. As AI develops at pace, continuous learning is important to ensure employees can use AI effectively and responsibly in their roles.

3. Implement robust governance:
   Establish clear policies on data privacy, transparency and accountability and communicate them across the organisation. Ensure adherence to the new regulations like the EU AI Act. Ensure that their ethical guidelines cover bias mitigation, explainability and importantly, secure data handling.

4. Pilot projects and iteration:
   Start small with pilot projects in controlled environments to test out AI tools. Refine their processes and build up a body of evidence for wider adoptions. Introduce and encourage feedback loops to continually improve AI tools and policies.

5. Balance AI use with human empathy:
   Encourage project managers to review and adapt AI outputs so that stakeholder relationships remain authentic e.g. have a human sounding tone, are culturally sensitive, etc.

6. Address job related concerns:
   Communicate early and openly about how AI may change project manager's roles. Offer reassurances about job security and give opportunities for training and reskilling to alleviate the worry and stress about job displacement.

6.7 Future Research Directions

Future research should build on this study's qualitative findings by increasing the sample sizes and diversifying into other industries to improve generalisability. Longitudinal studies could track how AI adoption and perceptions change over time. Quantitative surveys could complement these qualitative findings by measuring adoption rates, performance impacts and job satisfaction changes across larger

populations. Exploring the integration of advanced AI tools beyond GenAI such as sentiment analysis, predictive analytics and other tools into stakeholder management could uncover further benefits or challenges.

6.8 Conclusion

This dissertation researched how AI is impacting project management communication and stakeholder management. Using a qualitative, inductive approach, it identified six themes highlighting a number of opportunities and challenges.

The research confirmed AI's potential to improve efficiency, stakeholder engagement, and job satisfaction and it also raised some ethical and professional concerns. The findings aligned with existing theories and filled a gap in literature with new practitioner perspectives.

Despite the limitations of scope and sample size, this study makes a clear contribution to knowledge and gives practical recommendations for businesses. Future research should broaden the context, track changes over time, and continue examining AI's project management communication and stakeholder engagement implications.

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Appendices

Appendix A: Thematic Analysis

Voices of the participants grouped (Interviewee)	**Meaning Interpretation (Researcher)**	**Sub-theme**	**Theme**
"We've used a bit of ChatGPT, Copilot, Teams, and Corporate GPT." (A) "AI will only be used to support decisions but decisions will be made by humans." (B) "Use it as a tool that assists, it's not making the decisions." (C) "For me, it hasn't had any influence... because I've chosen not to use it." (I)	Participants use GenAI AI used mainly as supportive assistant for documentation, meeting supports. They stress AI does not replace human judgment. Some adopt it's quite a bit, while others avoid it.	AI as a supportive assistant	AI Adoption as an Assistive Tool
"Built-in Microsoft apps with AI tools e.g. Azure DevOps, Wrike, ChatGPT, Copilot." (D) "Limited use of Copilot and ChatGPT, cautiously waiting for policy." (K) "Organisation invested in Corporate GPT to support teams." (F)	Use of built-in or integrated enterprise tools and common ones. Adoption varies depends on company policy/governance. Some organisational readiness is advanced.	Variation in adoption levels	AI Adoption as an Assistive Tool

Voices of the participants grouped (Interviewee)	Meaning Interpretation (Researcher)	Sub-theme	Theme
"Getting the prompts right requires time investment and iteration." (A) "A tool with a tool is still a fool." (F)	AI use requires user training and practicing skills. Used incorrectly results can be false or incorrect.	Learning curve and user skill	AI Adoption as an Assistive Tool
"Reduces project management work, saves time… AI transcribing meetings with automated minutes and actions." (A) "Administration overhead reduced… more time to invest in difficult project activities." (D) "Assists getting content started and speeds up tasks making them more efficient." (G)	AI helps cut down administrative burdens by automating routine work (minutes, documentation), Frees time to focus on complex project issues. AI helps speed up initial drafting process	Reducing admin load	Efficiency and Effectiveness Gains
"Speeds up administration and content generation tasks. Research much faster." (A) "They help you get ready faster… cheaper because you're consuming less time." (H)	AI enables faster content preparation and analysis/research. Quicker turnaround for communications and project outputs. Cost savings	Speed and preparation gains	Efficiency and Effectiveness Gains

Voices of the participants grouped (Interviewee)	**Meaning Interpretation (Researcher)**	**Sub-theme**	**Theme**
"Helps with repeatable and boring work." (J) "Freeing up time for the relationship and engagement part of the role." (E)	AI automates repetitive mundane tasks Frees time to redirect time toward value-adding interpersonal activities.	Redirecting focus to value work	Efficiency and Effectiveness Gains
"Copilot & Teams for transcribing and recording meetings and creating minutes, actions, and decisions. Useful with diverse cultural groups." (C) "Summarise and simplify complex regulatory document to enable stakeholder understanding and onboarding." (B)	Provides clearer stakeholder communications by producing accurate transcripts for sharing with different cultural groups. Simplifies complex information for stakeholders who may be new to it.	Simplifying and clarifying information	Enhanced Communication and Stakeholder Engagement
"Can tailor communication for different stakeholders." (E) "Not a great deal of change. I use AI to tune up my communications… It can fine tune the message." (L)	Used for tailoring messages for different stakeholders. Fine-tuning communications and its tone. Confirms not letting AI tools create content for verbatim sharing without review or just using it for a review before sharing.	Tailoring stakeholder messages	Enhanced Communication and Stakeholder Engagement
"Enables sharing near real time information factual, objectively recorded." (A)	AI supports near real time objective information sharing.	Enhancing transparency	Enhanced Communication and

Voices of the participants grouped (Interviewee)	**Meaning Interpretation (Researcher)**	**Sub-theme**	**Theme**
"Improving continually, real time visibility of action responsibility and accountability." (F)	Improves transparency and accountability, allowing stakeholders to stay updated in real time.		Stakeholder Engagement
"Must review generated content before sharing." (A) "Hallucinations, output accuracy is a concern." (B) "Need to take care... due to bias and hallucinations." (C)	Requires careful human oversight. AI outputs often contain errors, suffer from hallucinations and contain bias. Accuracy is a shared concern.	Accuracy and reliability	Accuracy, Ethics, and Oversight
"How can we do security? ... it was more about data exfiltration" (B) "Privacy of data. No guarantee where this data is going." (K) "Privacy particularly related to external stakeholder data." (G)	Participants worry about data security. Concern regarding public AI tools and data privacy. External stakeholder data privacy (and confidentiality) a big concern.	Data privacy concerns	Accuracy, Ethics, and Oversight
"Transparency on how AI results were generated." (B) "Acknowledging use of AI tools." (C) "AI-produced content can sound robotically	Transparency of process for creating results needed. AI use should be disclosed for users sharing AI produced data. Produced content can sound overly robotic.	Ethical concerns in content	Accuracy, Ethics, and Oversight

Voices of the participants grouped (Interviewee)	Meaning Interpretation (Researcher)	Sub-theme	Theme
generated… Do not use it verbatim." (G) "It's plagiarism with extra steps at times." (L)	You are still responsible and accountable for content/communications shared, which include a risk of it been plagiarised.		
"Late to adoption despite business demand for use cases." (B) "Employees have scepticism regarding job losses." (D) "Organisation not ready to adopt AI due to data security readiness. Cost of licences." (E) "Not adopted across the organisation, different expectations to manage." (F)	Organisation not ready to meet business demands so were late adopters. Employees fear job losses. Barrier to adoption due to and organisation's policy for security not being ready Cost barrier due to tool licences. AI needs to be adopted widespread or it will create more difficulty managing stakeholder expectations.	Structural, financial and readiness barriers	Organisational Readiness and Integration Challenges
"Widespread company adoption will support project managers." (F) "Board support, momentum to transform." (C)	Companywide adoption will support project managers Leadership drive will help project managers integrate AI in their jobs.	Organisational support and leadership	Organisational Readiness and Integration Challenges
"Proper training, not just the use of it but also direction on what it should be used for." (L) "Ethically project managers need to avoid	Direction on appropriate use and training essential. Training and continued skills development are required	Training and capability building	Organisational Readiness and Integration Challenges

Voices of the participants grouped (Interviewee)	Meaning Interpretation (Researcher)	Sub-theme	Theme
using generated content they don't understand." (I) "Getting prompts right requires training and iteration." (A)			
"Improved. Speeds up administration and content generation tasks." (A) "Positive… helps starting content creation, get past procrastination." (C) "AI will change the way we work… it will make life easier." (B) "Improved… more efficient delivery, cut down non-value added tasks." (G)	Satisfaction improved with automation of administration. Satisfaction improved as can help initiation by overcoming procrastination. Improves job satisfaction by making life easier. Increased efficiency, reduces non-value work.	Positive uplift through reduced drudgery Improved morale through efficiency	Impact on Job Satisfaction
"Risk if overused." (C) "Job losses concern some employees." (D)	Concerns about over-reliance on AI. Job security concerns employees	Concerns and risks	Impact on Job Satisfaction

Appendix B: Consent Letter

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

1822 - 2022

Carmarthen Business School

Interview Consent Form

Dissertation research project title: "*An investigation into how the advancements and availability of Artificial Intelligence tools have impacted Project Management Communication and Stakeholder Management Practices*".

Research course: MBA

Research investigator: Philip Bourke

Research Participants' name: XXX

Dear Participant,

Thank you for agreeing to be interviewed as part of the above research project. *Attached to this letter are the interview questions that I have developed, which will assess the impact of AI on project management and project management professionals, through the answers you provide to the questions posed. There are no right, or wrong answers and your opinion will be valuable towards knowledge building around the impact of AI in project management in general.

The interview should take approximately 20 minutes but there is no time constraint. Interviews will be conducted in a private meeting space and answers will remain confidential. Information recorded will contain nothing of a personal nature that would identify you, and you will not be expected to provide any personal information such as income bracket, home address, date of birth, etc. You are free to withdraw from the interview process at any time.

Academic research undertaken at UK universities require adherence to ethical procedures, which includes seeking explicit agreement from participants to being interviewed and how the information contained in their interview will be used. The following information outlines the conditions of your participation and the purpose of your involvement. I would be grateful if you would read through this, then sign the consent form to certify that you approve the following:

- the interview will be recorded, and a transcript will be produced.
- all answers will be anonymised, and no identifiable information will be requested from the interviewee.
- the transcript of the interview will be analysed by Philip Bourke as research investigator.
- access to the interview transcript will be limited to the research investigator and dissertation tutor.
- any direct quotations from the interview, or summary content, that are made available through academic publication or other academic outlets will be anonymized and care will be taken to ensure that no identifiable information will be made public
- the interview will be recorded on a personal device, accessible only to the research investigator. The recording will be deleted as soon as the interview has been transcribed.
- the transcript of the interview will be stored on the research investigator's personal OneDrive for Business application within a project folder with restricted access to just the research investigator. The transcript will be deleted on completion of the dissertation.
- the storage of information will comply with UWTSD's data protection regulations, in line with national GDPR guidance.

By signing this form, I agree that:

1. I am voluntarily taking part in this project. I understand that I don't have to take part, and I can stop the interview at any time.
2. The transcribed interview or extracts from it may be used as described above.
3. I have read the Information sheet.
4. I do not expect to receive any benefit or payment for my participation.
5. I am comfortable with the arrangements outlined, and I understand that I am able to contact the researcher with any questions I may have in the future.

_____
Printed Name

_____ _____
Participant Signature Date

_____ _____
Researcher Signature Date

If you would like me to share details of my findings on completion of the research, please let me know.
I thank you for your time and participation. If any questions do arise, feel free to contact me at your convenience.

Researcher Name: Philip Bourke

Tel: XXX

Email: XXX

Appendix C: Interview questions

Introduction:

"Thank you for taking the time to answer these questions today.

As a background before we start the aim of my research is to determine whether innovation in AI has impacted Project Management practices and what are the challenges and opportunities being presented today.

All answers and information provided today will be confidential and names will not be linked to answers for any subsequent analysis. The transcripts will be deleted post submission of my dissertation."

#	Interview Questions
1	Can you describe your current role and how long you've been involved in project management?
2	What kinds of AI tools, if any, have you used or observed being used in project management related activities?
3	Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?
4	In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?
5	Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction? Can you give any examples?
6	Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?
7	What ethical concerns, if any, have you come across or considered when using AI in your role in project management?
8	Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools? Can you explain why or why not?
9	Has the introduction of AI tools affected your job satisfaction for better or worse? If so, in what ways?
10	What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?
11	Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?
12	Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Finish by thanking for their participation and confirming their consent form receipt.

Appendix D: Ethics Form

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically.

The University follows the OECD Frascati manual definition of **research activity**: “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications”. As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the “principal researcher”.

This form must be completed and approved prior to undertaking any research activity.

SECTION A: About You (Principal Researcher)

1	Full Name:	Philip Bourke
2	Student Number:	2027844
3	Email address:	2027844@student.uwtsd.ac.uk
4	Programme of Study:	MBA
5	Supervisor:	Anthony Burns

SECTION B: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.

1	**UWTSD Research Ethics & Integrity Code of Practice**	☒
2	**UWTSD Research Data Management Policy**	☒

SECTION C: Details of Research Activity

1	Indicative title:	An investigation into how the advancement and availability of Artificial Intelligence (AI) tools have had an impact on Project Management practices and project management professionals.		
2	Proposed start date:	29/11/2024	Proposed end date:	30/09/2025
	Introduction to the Research (maximum 300 words in each section) **Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the three points below:** • *Purpose of Research Activity* • *Proposed Research Question* • *Aims of Research Activity* • *Objectives of Research Activity* Demonstrate, briefly, how **<u>Existing Research</u>** has informed the proposed activity and explain • *What the research activity will add to the body of knowledge* • *How it addresses an area of importance.*			
3	**Purpose of Research Activity** Research gaps exist that require further study in relation to the widespread adoption of AI into organisations and its impact on project performance and project manager job satisfaction. This research will provide project managers with practical insights into how AI tools can enhance their daily Communication and Stakeholder Management activities. Understanding the real-world impacts of AI on project success, will assist project managers in making informed choices about adopting AI technologies. Also, exploring how AI may change project management practices and the role of project managers over time will ensure that project management professionals are prepared for future developments in this field.			

	(this box should expand as you type)
4	**Research Question** • Q1: How widely are AI tools are being adopted by project management professionals to support Communication and Stakeholder Management practices? • Q2: How does AI adoption influence outcomes in these areas of project management? • Q3: How do project management professionals see the ethical considerations relating to the implementation of AI tools to support project management impacting their roles and responsibilities? • Q4: How does AI adoption affect project management professional's job satisfaction. (this box should expand as you type)
5	**Aims of Research Activity** The aim of this dissertation is to determine whether innovation in AI has impacted Project Management practices and what are the challenges and opportunities being presented today. (this box should expand as you type)
6	**Objectives of Research Activity** • To critically review the relevant literature surrounding how AI innovation is impacting Project Management practices relating to Communication and Stakeholder Management. • Through conducting semi-structured interviews with project management professionals, evaluate the extent to which AI tools have been integrated into these project management practices day to day to understand the current use of AI here and show practical examples to project manager regarding their use. • Through conducting semi-structured interviews, analyse the impact of AI on the effectiveness and efficiency of these project management practices and provide evidence on their benefit, if any to project management professionals.

	• Through conducting semi-structured interviews with project management professionals, explore their views on the opportunities and challenges associated with the implementation of AI tools for Communication and Stakeholder Management to give a balanced view of the benefits and obstacles faced by project management professionals. • Through conducting semi-structured interviews with project management professionals, examine real world perceptions regarding how ethical considerations of AI will impact their roles and responsibilities, and ultimately their job satisfaction. (this box should expand as you type)
	Proposed data collection methods (maximum 600 words) Provide a brief summary of all the methods that **may** be used in the research activity to collect data, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should instead describe how you intend to collect the data necessary for you to complete your project.
7	Research data will be collected using a qualitative method of semi-structured interviews conducted with project management professionals. This will allow for consistency in responses and also some flexibility for participants to provide information. The sample will consist of 10-20 individuals and audio recordings will be taken of the interview (with the consent of the participants) to enable transcripts to be produced to make it easier to analyse the data for patterns and themes. No personal information will be captured in the interview. (this box should expand as you type)

SECTION D: Scope of Research Activity

	Will the research activity include:	**YES**	**NO**
1	Use of a questionnaire or similar research instrument?	☐	☒
2	Use of interviews?	☒	☐
3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☒	☒

5	Use of video or audio recording?	☒	☐
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.		
	Details of any other primary data collection method: (this box should expand as you type)	☐	☒

If you have ticked NO to every question then the research activity is (ethically) low risk and you may skip section E and continue to section F.

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION E: Intended Participants

	Who are the intended participants:	**YES**	**NO**
1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☒	☐
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒

7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.		
	Details of any other participant groups: Complete this only if your participants cannot give consent. This includes animals. If students choose individuals under the age of 18 and or vulnerable individuals, a DBS (Disclosure and Barring Service) check is essential. (this box should expand as you type)	☐	☒

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	15-20 *(this box should expand as you type)*
11	Who will the participants be?	Project management professionals *(this box should expand as you type)*
12	How will you identify the participants?	Numbers 1-20 *(this box should expand as you type)*

	Information for participants:	**YES**	**NO**	**N/A**
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐
14	Will you tell participants that their participation is voluntary?	☒	☐	☐
15	Will you obtain written consent for participation?	☒	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☒	☐	☐
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☒
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	☐
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☐	☐	☒
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☒	☐	☐

22	If NO to any of above questions, please give an explanation
	The research will not be observational and a questionnaire will not be filled out as part of the research. *(this box should expand as you type)*

	Information for participants:	**YES**	**NO**	**N/A**
24	Will participants be paid?	☐	☒	☐
25	Is specialist electrical or other equipment to be used with participants?	☐	☒	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
28	If YES to any question, please provide full details			
	You should be able to tick NO for most of these questions. For any cases that you have ticked YES then provide details in this box. If you are using cameras/voice recorders to record interviews then please state that in this box. *(this box should expand as you type)*			

SECTION F: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them.	
1	**Risks to participants** For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information. If you have identified in section D that there are no participants then enter N/A and go skip to question 3.	
	Risk to participants: Participants may not wish to have their level of knowledge and use of AI tools in their profession be known. *(this box should expand as you type)*	*How you will mitigate the risk to participants:* I will ensure they are aware that they do not need to answer any questions they don't want to, and that any answers will be in confidence. No names or identifiable information will be published.

		(this box should expand as you type)
2	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities	
	N/A *(this box should expand as you type)*	
3	**Risks to the investigator** For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: Participants may have little or no knowledge or use of tools which. While it may be representative of the general profession, it could limit the effectiveness of their responses towards the objectives of my study. *(this box should expand as you type)*	*How you will mitigate the risk to the investigator:* When conducting the interview I can explain what I mean by Artificial Intelligence and AI tools available to project management professionals. *(this box should expand as you type)*
4	**University/institutional risks** For example: adverse publicity, financial loss, data protection	
	Risk to the University: Confidential information could be disclosed. *(this box should expand as you type)*	*How you will mitigate the risk to the University:* I will ensure all data is kept secure and confidential. *(this box should expand as you type)*
5	**Environmental risks** For example: accidental spillage of pollutants, damage to local ecosystems	

	Risk to the environment: None identified at this stage. *(this box should expand as you type)*	*How you will mitigate the risk to environment:* N/A *(this box should expand as you type)*

SECTION G: Feedback, Consent and Confidentiality

If you have identified in section D that there are no participants then enter skip this section and continue to section H.

1	**Feedback** What de-briefing and feedback will be provided to participants, how will this be done and when?
	I will thank participants for their time and input reiterating that any information shared is confidential. I will provide my contact details if they have any further questions. If they chose to contact me, I can share the results of the research when complete. *(this box should expand as you type)*
2	**Informed consent** Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	If you are using a paper questionnaire then you should have the participants sign an appropriate consent form. These forms will count as personal data and should be noted as such in section J. If you are using an online questionnaire, then you should have a screen before the questions start that acts as a consent form, informing participants that by clicking on the NEXT button they are providing consent. Participants will be informed in advance that they will be interviewed, and a voice audio recording will be taken. They will be informed any information captured will be confidential.

	A consent form will be given to the participants before the interviews starts for permission to conduct the interview and take a recording of it. *(this box should expand as you type)*
3	**Confidentiality / Anonymity** Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	Names will not be recorded in the interviews and will not be used in the research deliverables. All information including the interview will be strictly confidential. *(this box should expand as you type)*

SECTION H: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	**YES**	**NO**
1	***"Personal data"*** *means any information relating to an identified or identifiable natural person ('data subject'). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.*	X	☐
	If YES, provide a description of the data and explain why this data needs to be collected:		
2	Consent forms which include participant names will be gathered for permission to record the interview and use their response to questions in the research. Recordings will be used to ensure their responses are accurately captured. *(this box should expand as you type)*		
	Does it involve special category data (as defined by the GDPR)?	**YES**	**NO**
3	***"Special category data"*** *means sensitive personal data consisting of information as to the data subjects' –* *(a) racial or ethnic origin,* *(b) political opinions,*	☐	X

	(c) religious beliefs or other beliefs of a similar nature, *(d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992),* *(e) physical or mental health or condition,* *(f) sexual life,* *(g) genetics,* *(h) biometric data (as used for ID purposes),*		
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	What counts as 'sensitive' will differ between cultures. Any information on behaviour that is not in accordance with cultural norms would count as sensitive personal data. *(this box should expand as you type)*		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	**YES**	**NO**
5	Manual files (i.e. in paper form)?	☐	☒
6	University computers?	☐	☒
7	Private company computers?	☐	☒
8	Home or other personal computers?	☐	☒
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☒	☐
10	"Cloud" storage or websites?	☐	☒
11	Other – specify:	☐	☒
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	All data will be kept in password and biometric protected laptop which only I can access and will not be shared. Audio/visual data will be transcribed. All participants will be given a unique identifier number to ensure confidentiality and this list will be kept securely in the password protected file. *(this box should expand as you type)*		

	Data Protection		
	Will the research activity involve any of the following activities:	**YES**	**NO**
13	Electronic transfer of data in any form?	☐	☒

14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and/or any international equivalent):		
	N/A *(this box should expand as you type)*		
20	List all who will have access to the data generated by the research activity:		
	The principal researcher and Anthony Burns my supervisor, if requested by him. *(this box should expand as you type)*		
21	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	The principal researcher. *(this box should expand as you type)*		
22	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form.		
	All data will be encrypted and kept in password and biometric protected laptop which only I can access. The data will be stored until the completion of the project and then deleted. *(this box should expand as you type)*		
22	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	☒	
23	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	☒	

SECTION I: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	**Signature of applicant:**	*Philip Bourke*	**Date:** 28/05/2025

2	Director of Studies/Supervisor:	Anthony Burns	**Date:29/05/2025**
3	Signature:	Anthony Burns	

FOR INTERNAL USE ONLY:

	Ethical approval given		
1	**Signature of assessor:**	Anthony Burns	**Date:** 29/05/2025
2	Name:	Anthony Burns	
3	Role:	**Lecturer/Supervisor**	

Appendix E: Interview Transcript Summaries

Participant A Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant A:
So we've used a bit of ChatGPT, Copilot, Teams, Corporate GPT
Documentation, gathering information, researching documents, preparing slide decks.
Copilot and Teams for project meetings and recording content and transcribing content.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant A:
Microsoft Teams & copilot to record content and transcribe it afterwards with customer permission.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant A:
Reduces project management work, saves time. e.g. transcribing meetings automated minutes and actions. Must check outputs before sharing.
Enables sharing near real time information and factual, objectively recorded.
Use tools to speed up administrative type tasks and that gives you more time to other stuff

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant A:
Positive. Speeds up some project management tasks.
Tools improving all the time and will likely have better impact as the improve.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant A:
No always. Depends on the stakeholders.
Tools Support role from an administration perspective and preparing for meetings.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant A:
Accuracy. Must review generated content before sharing.

Privacy in general.
Stakeholder requirements influence the use of AI.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant A:
Yes.
Independent training provided by organisation but not time to do it.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant A:
Improved.
Speeds up administration and content generation tasks.
Research much faster.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant A:
Free up time for other work.
Easily keep up to date on project information.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant A:
Getting the prompts right requires time investment and iteration.
Knowledge sharing and training to overcome challenges.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant A:
Organisation can encourage the appropriate use of tools.
Create a user community with regular knowledge sharing.
Documented lessons learned.

Participant B Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant B:
Laggard adopters.
Copilot, Tableau for visualisation and trends.
Power platform apps.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant B:
Starting to use in projects.
Use case driven.
CRM Dynamics cost analysis.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant B:
Summarise and simplify the content of complex regulatory document to enable stakeholder understanding and onboarding.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant B:

Positive. Using more quantitively.
Visibility and governance of expenditure.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant B:
Change in interaction too early to tell.

Organisation planning to use AI tools for planning, monitoring, forecasting and resource management.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant B:
Guided by internal AI framework.
AI will only be used to support decisions but decisions will be made by humans.
Hallucinations, results accuracy a concern.
Transparency a concern. Need to understand how the input data ended up with a decision generated by AI.
Individuals will still be accountable for decisions so need the transparency on how AI results were generated.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant B:
Yes. AI Framework in place for the organisation.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant B:
Can make life easier.
Will change the way we work.
Late to adoption though despite business demand for use cases.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant B:
Visibility of up to date project progress dashboards.
Forecasting and modelling within project tolerances.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant B:
Security. E.g. Data exfiltration. Managed by good data governance.
Accuracy in results generated by AI.
Adoption slow. Building capability now.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant B:
Use a use case driven approach to adoption.
Be careful of the costs associated with AI tools. E.g. Copilot.
Be outcome focused.

Participant C Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant C:
GenAI. CoPilot & Teams, transcription and recording meetings, document summarisation, training.
In house
Machine learning for power system analysis with Python.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant C:
CoPilot & Teams, transcription and recording meetings and creating minutes, actions, decisions.
Useful when stakeholders are diverse cultural groups, had language barriers etc.
Replay meetings.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant C:
Powerful support for within project teams.
Need to take care with external stakeholders communications due to bias, hallucinations, information is accurate, etc. High bar for externally shared content as the organisation operates critical national service.
Careful to communicate within EU AI Act directives.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant C:
Positive.
Project admin tasks much quicker e.g. meeting minutes.
Younger workforce are digitally literate. New programming language is prompting.
GenAI is intuitive and becoming more sophisticated e.g. inbuilt reasoning.

Question 6:

Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?
Can get faster answers.
Supports onboarding of stakeholders. Quick summaries etc.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant C:
Transparency. Acknowledging use of AI tools. Cite AI in documents.
Security/Privacy concerns. Still a way to go by tool providers. Need to comply with the EU AI Act. MS office suite and copilot are all online. Can cause difficulties in data governance in an organisation.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant C:
Have board support but now also have momentum to transform.
Using AI as an accelerator.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant C:
Positive.
Powerful if used in right way for productivity.
Helps starting content creation, templates, etc. get past initial procrastination.
Risk if overused.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant C:
Speed, accuracy and consistency of communication.
Risk management, helps support analysis of large and complex data to identify risks and mitigants.
Costs analysis. Burn rates etc..

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant C:
Over reliance on AI. Particularly publicly modelled tools.
Results can be biased based on the data used to train the models. E.g. western bias.
Compliance with EU regulations, EU AI Act. Use internally trained models.
Use it as a tool that assists, its not making the decisions.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant C:
Start as a pilot, use case by use case. Trial what works and understand the constraints.
Particularly for business critical use cases.
Don't over rely on it.
Project Management skills still core to an organisation and AI won't replace all of them.
Don't silo the use of it in the organisation. It has broad applications.
Complement the prompt UI with other tools like PowerApps and Power BI for an integrated approach to utilising it.

Participant D Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant D:
Built in MA apps AI tools e.g. Azure DevOps for day to day project management
Wrike for structured planning.
ChatGPT
Copilot

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant D:
Wrike for cutover planning.
Product AI features were must use.
Copilot and Teams for collaboration, project administration, meeting minutes etc.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant D:
Stakeholder analysis.
Stakeholder meetings administration
Project collaboration and communications, generation and tailoring for different audiences, speed of content creation.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant D:
Mostly Positive.
Able to spin up projects faster.
Non-technology company so helps with business requirement generation.
The Business are able to inform their requirements better.
Workshop transcription can be used to generate requirements.
Some Negatives.
Have to quality check accuracy of generated content.
Potential for shadow IT

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant D:
Supports faster content generation and tailoring of project stakeholder presentations.
Administration overhead reduced means more time to invest in difficult or long finger project activities.

Question7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant D:
Employees have scepticism regarding job losses due to business process automation. E.g. supply chain automation. Project management is 60-70% soft skills so AI won't remove the need for that.
Data privacy.
Transparency of what data AI tools are harvesting from users and the organisation a concern.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant D:
Yes.
Forward thinking CIO. Embraced the benefits of AI and did due diligence on the negatives of AI.
Regular tailored and recorded training and information sessions.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant D:
Unsure.
AI can make things easier but you can lose some job satisfaction of completing tasks yourself.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant D:
More time to work with the business on business analysis than on administration tasks.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant D:
Challenge with managing stakeholder expectations due to the proliferation of AI tools and their capabilities. Business analysis important here.
Shadow IT always a worry. Need to adhere to the organisation's IT and AI strategies.
Confidentiality, Integrity and Availability objectives to protect company data.
Landscape changing quickly. Have to adapt to it.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant D:
Keep it simple.
Evaluate AI tools really carefully. Will need to be flexible in approach as no one tool will meet all project management use cases equally.
Include what tools projects will use in the project planning.

Participant E Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant E:
Copilot
ChatGPT
PMI AI Tool.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant E:
Copilot and workflows to create a large Report for stakeholders.
Workflow tool enables project manager to create and populate templates for reporting.
Onboarding stakeholders.
Training.
Communication content generation.
Peer review of communications.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant E:
Limited access to AI tools.
Use GenAI to generate content quickly.
Not mature.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant E:
Limited use and project move slow so hard to tell if overall positive or negative outcomes.
Positive.
If verifying generated content accuracy.
Can make jobs easier for project managers.
Negative is not verifying content accuracy.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant E:
Yes. Can tailor communication for different stakeholders.
Supports as a peer review for communications to project stakeholders
Project manager still has same responsibilities but AI can help do some of the faster.
Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant E:
Privacy of data AI generates.
Generated minutes will exclude people who are quiet on calls/workshops and could be perceived negatively in terms of performance.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant E:
No.
Organisation is supporting discussion but not providing AI tools to use bar what users access themselves.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant E:
Short to medium term improved satisfaction due to automating mundane aspects and freeing up time for value add work.
Uncertain about the future regarding unknown role impacts.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant E:
Reduced time on mundane administration frees up time for relationship and engagement part of the project manager role.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant E:
Don’t have access to useful AI tools that could be of benefit.
Organisation not ready to adopt due to data security readiness.
Costs of licences to get more out of the off the shelf MS Copilot tools.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant E:
Organisation needs a clear strategy on what is acceptable to use.
Be transparent from top down to everyone what is acceptable.
Selection of tools needs an organisation and use case lens with a process to ensure the right solutions are acquired
Communicate and educate the organisation regarding what Ai tools/features are appropriate for project managers to use and when
Agree accountability on automatically generated content.

Participant F Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant F:
Copilot, ChatGPT, white labelled company tool, Monday.com, JIRA, GitLab, Trello, slack.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant F:
JIRA with Dev and IT Support teams for task management and agile management.
Monday.com with sales team development projects and communication and scrum team/stakeholder management.
Slack for development process management communication and collaboration, minimised documentation needs,

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant F:
Helps but depends on stakeholder experience and comfort using tools.
Stakeholders are becoming more familiar with chatbots and AI features in tools so improving continually.
Easier when stakeholders are familiar with AI tools and features when working on projects that use them.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant F:
Mostly Positive.
Requires stakeholders to be comfortable using AI.
Project manager must adapt to the stakeholders needs in relation to use of tools.
Must be supported from the top down in an Organisation to be effective in having a positive impact on project outcomes.

Negative.
Continued reliance of MS Project and Excel due to familiarity or lack of organisation direction.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant F:
No.
Is a good support for project manager
The content it creates is useful, particularly visualising data and progress like kanban boards, burndown charts etc.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management

Participant F:
Data security. Using open platforms like ChatGPT for work activities and research.
Transparency and privacy of what happens the data, prompts etc. you use is a concern.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant F:
Yes.
Lot of awareness and focus on security, especially when it comes to AI and AI use.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant F:
No.
Its helped effectiveness but not job satisfaction.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant F:
Supports collaboration and communication with stakeholders
With wide adoption and correct use it can support better awareness of project statuses.
Realtime visibility of action responsibility and accountability of project stakeholders. i.e. stakeholders taking ownership where required rather than the project manager leading everything

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant F:
If not adopted across an organisation you have different stakeholder's communications expectations to manage which means extra time and effort from the project manager.
Need to agree project communication structures and strategy up front to avoid this.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?
Participant F:
Widespread company adoption will support project managers using PM AI tools. Needs to work from the ground up.
"A tool with a tool is still a fool".
If not used in the right way AI tools will become a hindrance.
AI tools need to be suitable, practical and suited to the work environment.

Participant G Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant G:
ChatGPT, Corporate GPT
Generating templates for documents, presentations.
Administrative functionality.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant G:
Generating templates for documents, presentations.
Communication format generation.
Need to adapt what's generated to put your own spin on it.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant G:
Administration of communications and engagement improved.
Assists getting content started speeds up tasks making them more efficient.
Frees up time to work on strategic part of the role.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant G:
Mainly Positive. More efficient delivery, cutting down on non-value added tasks. Need to be careful not to use it to generate everything.

Negative
Requires accountability and need to personalise generated content.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant G:
No. It's just more cutting down the admin part of it.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant G:
Privacy particularly related to external stakeholder data.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant G:
Yes, relating to external stakeholder data but not for ethical concerns like bias.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant G:
Improved, I would say.

Question 10:

Researcher:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant G:
Taking non-value add time away,
Allows focusing on more strategic tasks.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant G:
Care to be taken with AI produced content sounding robotically generated without the required context.
Do not use verbatim.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant G:
Training on how to use it and how to get the most out of it e.g. ethical considerations and sensitivity.

Participant H Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant H:
Microsoft Co-Pilot and Co-Pilot 365.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant H:
Costing cloud consumption in either Azure or AWS and for complex projects and trying to quickly get a handle on pay as you go versus reserved instances across quite a complex solution. It can help with stakeholder planning to consume the costs, communicate the costs and the options available.
Copilot & Teams kind of communication transcribing, sending the outputs of meetings and workshops, task lists, the actions, the summary, the notes, etc.
To assist with document or template generation, first pass over stakeholder decks, communications, and training collateral.
So that's fine. A couple of examples.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant H:
It's definitely helped with the efficiency. You can consume a lot of inputs and process them much faster. The outputs needs to be verified and eyeballed and sometimes double-checked. But I think once you get into the flow of using them, it can be much more efficient.
Not as much influence with effectiveness. Not so much communication against project deliverables, but maybe some, it's very beneficial for deep analysis. For example, a huge back catalogue of projects that we would have previously delivered across all our different sectors we operate in. I've worked on creating a fault prediction tool based on the previous project plans, project activity, etc. So just consuming all of those artefacts from previous projects and trying to, move into predictive analysis for certain situations, just to see what kind of cost overruns, time overruns, etc.

But in terms of effectiveness, I haven't seen yet where it's really taking your client or stakeholder update decks to the next level. You get to the conclusion quicker when you're analysing data, but you still need that quality of presentation and delivery layer, which is very sensitive to what the client wants to hear at the time.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant H:
Positive.
Definitely with communication, without a doubt. And faster delivery.
Better results? It helps you zone in on your deliverables or the communication around your deliverables much better. They help you get ready faster.
And obviously cheaper because you're consuming less time. So yes, they are beneficial.
For Stakeholder satisfaction have to say yes there because getting to what the stakeholder wants quicker, or it's more efficiently.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant H:
Clients/Stakeholders, are very early in their AI journey and they're very hesitant when it comes to consuming AI tools and adopting the usage because vendors that they deal with are very pushy and aggressive with regards to selling the AI opportunity. So as the consulting partner, I think you just have to wait for your moment.
But aside from communication and acknowledgement of the potential of what these tools can deliver, we can see the benefits. I think we can sell the benefits, but we're still at a very low base in terms of realising those benefits, but there's definitely huge scope.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant H:
Privacy. They are preparing the client for the AI journey.
With AI you have to put the groundwork into getting your fundamentals right, so avoiding oversharing, invested in upskilling, and if you don't have good governance privacy controls in place already, then your project management quality outcomes are always going to be questionable.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant H:
Yes. We get an awful lot of training on us. Mandatory training.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant H:
Minimal impact.
Personally a bit, but it's been very cosmetic and superficial because I spend 90% plus of my working time spent with the client.
High guardrails because I work in financial services environment and there's a lot of controls. I'm not an employee so does not get the full benefit of the investment in AI tools.
And our delivery tends to be completely focused on what the client gives us to deliver. We don't bring any AI tools in to help us deliver. Company has invested in IP for the client to help them on with AI which is a benefit versus their competitors.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant H:
Aside from its use in teams and cost analysis of cloud consumption, nothing.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant H:
Oversharing. Putting data or confidential information into public AI tools like ChatGPT and other AI tools can find it and surface it in search results. The data can hang around like a zombie for a long time and even the data owner didn't know it existed until someone sent it back to them.
Highlights gaps and poor governance controls.
Stakeholders can have a lack of skills in AI and need to go on a journey to catch up.
Bureaucratic organisations can make it difficult to get everyone onboard with AI at every level.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant H:
Training.
Cost benefit analysis.
Start small and go for small wins, learn from them and take their vendor's guidance and advice you can get.
Have to get everyone on board not just champions. Need to pull everyone along not just the evangelists otherwise its an isolated incident.
You really need to get the right people behind the right tools with the right controls in place.

Participant I Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant I:
None.

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant I:
Summarising technical information for a non-technical stakeholders.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant I:
No influence experienced by participant.
For me, it hasn't. And that's only because I've chosen not to use it. And that may be a deficiency on my part and not necessarily a commentary on the technology.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant I:
Some positives: for example making complex documents digestible for non-technical stakeholders.
Negatives:
Over reliance on AI created content that are inaccurate.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant I:
No.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant I:
Don’t really use AI tools. Relies on own knowledge to deliver projects.
Ethically project managers need to avoid using generated content they don’t understand.
People use it to speed up tasks to help with workload but the content generated could be inaccurate.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant I:
Organisation makes tools available but up to the individual to use. Training is provided but again up to the person to do it.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant I:
Impacted for the worse. Individuals use technical content they don’t understand and when they are not technically literate they can try to discuss things that are incorrect or inaccurate.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant I:
It Can be used to create appropriate project communications for C-Suite and sponsor stakeholder levels but its ability to generate accurate results needs to improve.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant I:
Haven’t adopted AI tools as it does not have the context or understand the relationships and dependencies between people and or technology enough to create accurate information to act on.
For example the complexity of integrating multiple technical hardware components on a server. AI won’t understand how to deploy it but will give you an answer to your questions regardless.

Question 12:

Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant I:
The capability to take a plan and change it dynamically, to understand that if I'm making a change to one particular piece of hardware or infrastructure, to understand what the downstream effects of that are, and to be able to update the plan to reflect in the downstream tasks what is being caused by a change to an upstream task
I suppose it's just to educate the people before they just fully embrace it and overly rely on AI to provide all the answers. People need to maintain their own knowledge to review the results created by AI.

Participant J Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant J:
Brought in Asana as a PM tool.
MS Project
Copilot

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant J:
Asana to manage project processes like a multistage project intake process using automated workflows and templates.
Repeatable process steps are automated with AI.
Repeatable communications are automated with AI

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant J:
Helps with repeatable and boring work.
Lots of project work is repeatable and template able.
Needs to be tried and tested.
Nervous using with senior stakeholders as it can make mistakes.
Workflow based Communications used a lot.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant J:
Positive.
Could be using more in reporting.
Requires senior stakeholder buy-in to be used more and need to trust in the results it generates.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant J:
Yes its changed and continuing to change.
Next steps for improvement are beyond the repeatable template able and banal tasks.
Level up with Machine Learning to more complex work.
Need to be conscious with the human part and the required testing.
Requires oversight.
Less interaction with stakeholders to correct intake information on old SharePoint solution. AI manages the full workflow without her interaction required.
Owns the management of the AI tool in her team.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant J:
Privacy. Know their Ts & Cs. What data is it harvesting from you.
Trust. Need to be able to trust the tool. Tools need to be reputable.
Transparency of results generated. Need to know how it generated results.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant J:
No answer.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant J:
Yes for better. Lean team and organisation invested in AI tool to support team to manage repeatable, tedious tasks and workloads e.g. holiday planning/project coordinator work, and enables to focus on the bigger picture work.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant J:
There's probably lots of ways it would improve stakeholder management.
Rewrite things in a better way.
Presentation content generation.
Summarise content.
Great for objectively reviewing your data.

But care needs to be taken with the following;
Concerned about losing her style and tone in communication and stakeholder engagement content like presentations, not sounding like herself.
Have to be careful you don't let it communicate on your behalf. You'll still need to tailor communication content to senior stakeholder's wants and opinions.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant J:
Guidance and instructions for the AI tool itself at a low level.
Needs a good example to learn from to do it again. Getting it to work right the first time is a challenge.
Organisational challenges of bringing in something new and getting buy in with the fears and suspicions relating to potential job losses.
Requires people to upskill.
Trust that selling AI tools at a senior level won't result in job losses.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant J:
Sell the benefits.
Use quantifiable business cases like the hours saved from introducing a tool.
Allay fears over job losses.
AI can help with creating and repurposing senior stakeholder PowerPoint decks with the data that's available.
Trust people to do their job including AI uses but recognise that human intervention is also required.
AI may replace some roles but for project manager it will only compliment the role, not replace it.
It can add another set of objective eyes for peer reviewing.

Participant K Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant K:
Very limited use of Copilot, ChatGPT.
waiting for a policy document to tell us clearly what we can and cannot do

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant K:
Transcribing meetings, but I have always pulled the information myself out in prepared minutes.
Worried its supplying wrong information.
Would be useful for a web chatbot to supply information to stakeholders.
Most engagement with the public their main stakeholder group is in face to face open days and town halls.

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant K:
Can make things more efficient because it can provide a 24-7 avenue for communication with the public and cheaper than a 24/7 manned phone.
Not really effective other than being a supplement to what you are doing. Still need to meet stakeholders face to face and look them in the eye. They need to have confidence in you that you know what you are talking about.
Know that you've already thought of those things or that you need to. And an AI chatbot or an AI is never going to do that for you. It's never going to give that confidence to people.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant K:
Negative.
Public stakeholders using incorrect information from online AI tools like ChatGPT and then making very strong and emotive cases on the basis of the information. Can generate more queries that need to be answered.

Recent case where a solicitor wrote into us and I'm waiting for our solicitor's opinion back, but I'm strongly of the opinion that he went off the basis of a chatbot telling him that there was a particular link in legislation to what he was looking for. And there isn't.

Positive and negative.
Empowers people in ways that they wouldn't maybe have felt confident about asking particular questions before. And this will give them confidence to ask a lot more questions.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant K:
generating a little bit more workload because tool are coming in and people are asking more questions.
AI tools can decipher and summarise contract documents and show where information is in the documents.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant K:
Privacy of data. No guarantee of where this data is going after we feed it to an AI tool.
Waiting on organisations guidance on use of AI.
Work on behalf of the government so we have to do the due diligence to get the right answer for the person. You will lose credibility if you answer incorrectly and can't get back causing duration of issue resolutions to elongate.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Participant K:
Interim direction from organisation not to use AI tools while their policy is being put in place.
Likely stay limited until use cases are proved, verified by third parties and the right oversight is put in place.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant K:
Neutral effect on job satisfaction at the moment.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant K:
Can supplement communications and maybe reduce face to face stuff. Maybe filter the simpler queries which would be useful.
Would need to be limited to information it has been fed and well tested. Treated like a new person on the team. Look over their shoulder while the produce stull until you get confident in them.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant K:
Public stakeholders are getting wrong information from tools like Google AI and they are going down a wrong road with it.
Not integrated anything yet but would treat it like any new software or change, train people first, include people in it and bring their input and ideas to it.
Stress the positives and the benefits for them as the users.
Leverage early adopters to be champions to show how they have benefited from it.
Can't be just a tool for management with people putting into it or it will fall away because its not useful.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?

Participant K:
Introduce to people early, use workshops.
Involve people in the introduction of the tools.
Not much faith in it at the moment until quality of outputs improve.
Its time costs quality. It'll save on time. It'll save on cost. But I'd be concerned about the quality until I'm certain of it.
In project management, the key thing is good communication. It's the biggest thing that can fail fast.
Need to be able to negotiate and AI can't unless its AI to AI which is an extreme. You won't have trust between two parties unless you sit down and meet them face to face. Trust is a key thing and AI doesn't necessarily bring that.

Participant L Interview:

Question 2:
What kinds of AI tools, if any, have you used or observed being used in project management related activities?

Participant L:
Use AI but not every day.
ChatGPT, Copilot, Perplexity

Question 3:
Can you give me an example of a specific project or situation where AI tools were used to support communication or stakeholder engagement? What tools were used and how?

Participant L:
Perplexity for small bits of research but have to verify the results. Not great at primary research.
Helps shape communications

Question 4:
In your experience, how has the use of AI influenced the effectiveness or efficiency of project communication and stakeholder engagement?

Participant L:
Probably made it more efficient in that communication is probably getting a bit tighter, a bit more succinct.
The jury's out on Effectiveness. People are using AI tools to communicate, and they're now not actually putting a great deal of thought into the message itself. they're reliant on AI tools to communicate for them, and not actually engaging as much thought or critical thinking around some of the stuff. Automating communications nearly without thinking about them.

Question 5:
Would you say AI tools have had a positive or negative impact on achieving project outcomes related to communication and stakeholder satisfaction?

Participant L:
Positive and negative.
Maybe in meetings and to transcribe and get key points out of a meeting, rather than having someone sitting there making notes.
There's certainly a bit of a wind back and critical thinking. Maybe sometimes it's good to review the things and think about them first. Its making stuff more efficient, and if used properly, giving the ability to automate stuff. But like human beings being human beings,

it's going to create a path to least resistance there that sometimes maybe it needs a bit more engagement and evaluation. There could be a bit of dumbing down on some stuff Look at LinkedIn. Its like the dead internet there.
It's certainly going up in efficiency, but there are questions sometimes about the effectiveness.

Question 6:
Have AI tools changed the way you interact with stakeholders? If so, how has this impacted your role or responsibilities?

Participant L:
Not a great deal. Use to tune up my communications or get across maybe a technically complex point or something sensitive. It can fine tune communications.
Use for draft communications rather than share verbatim.
Can cause trust issues with stakeholders who said he should use it for research.

Question 7:
What ethical concerns, if any, have you come across or considered when using AI in your role in project management?

Participant L:
It's plagiarism with extra steps at times.
You can certainly see stuff where there's a lack of thought there e.g. dealing with tenders and specifications.
Its easy as it's a new industry (electric cars). People specifying automotive and now they're trying to specify electrical and you can see where they're using AI to generate tender documents that has inaccuracies or mutually exclusive requirements.
Can create low quality content people are substituting for their own homework.

Question 8:
Do you feel you are adequately supported by your organisation when it comes to understanding and managing the ethical implications of using AI tools?

Lots on internal learning portals, there is probably dozens and dozens of hours worth of training material that provided by work. Company has a comprehensive learning platform.
Difficult to get the time to do the training and the day job.
Internal AI tool but doesn't use it.

Question 9:
Has the introduction of AI tools affected your job satisfaction for better or worse?

Participant L:
I wouldn't have said it's affected much either way, to be honest.

Question 10:
What opportunities do you think AI brings to your role as a project manager, particularly in communication and stakeholder management?

Participant L:
If used properly it has the ability to make communications more efficient like transcribing, automation, very simple reviews.
It has the ability to make it better quality if results are critically evaluated.
Shouldn't be left alone to make big decisions.
Like any new tool people need to make sure that they're verifying the output results.

Question 11:
Can you give examples of challenges have you encountered when adopting or integrating AI tools into your work? How have you or your team addressed these?

Participant L:
Accuracy. Definitely seen it in some tender documents coming in so it's doing, reading, evaluating, understanding content that's coming out of the tools (Transparency) and communication that is coming at you.

Question 12:
Based on your experience, what recommendations would you give to organisations introducing AI tools into their project management toolkits, particularly in ways that support rather than hinder job satisfaction?
Participant L:
Proper training, not just the use of it but also direction what is should be used for. When is it a positive to use it and understanding what are its limitations?
Trying to understand the communications coming into the organisation, is there a real person behind it or is it auto-generated.