

The PMOs managing AI projects and the PMOs who have deployed AI are not the same job anymore



I spent 20 years running global project and programme initiatives, and even a PMO Department in an international financial organisation. Improving project delivery by 30 to 50%. Aligning multi-million-pound portfolios to strategic objectives. Any of my colleagues would say I understand software delivery risk.

Last week I finished a complete AI system that I created from scratch using Claude that has an 11-step workflow (with some steps containing up to 8 sub-steps) and 150+ underlying prompts. It took me 98 days.

Here is what I learned.

Three times the system technically worked. Three times the output was unusable

Once: switching to a reasoning model broke three separate extraction points simultaneously. The model was functioning correctly. The downstream logic could not parse the new output format.

In a traditional programme, that is a technical defect. Log it, assign it, close it.

In an AI deployment, that is a success criteria failure. The model passed every test. The programme still delivered the wrong result.

Once: I declared a phase complete, then ran a full end-to-end test and found 16 issues in a single session.

With traditional software, "done" is binary.

With AI, "done" means done until the model changes, the data drifts, or an AI agent queries it in a way the prompt did not anticipate.

That is not a quality control problem. It is a definition-of-done problem. **No PMO framework accounts for it until you have lived it.**

Once: two calculation engines produced different numbers for the same input. Both technically correct. Neither reconciled in the interface.

The business stakeholder does not see a technical discrepancy. They see a system they cannot trust.

Once that trust breaks, adoption is over. No amount of project governance recovers it.

A PMO with AI deployment experience catches this in sprint three. One without catches it at the steering committee.

This is what deployment experience gives you

Not AI literacy. Not a certification. A catalogue of specific failure modes and the instinct to build controls around them before they become programme crises.

Companies deploying successful AI initiatives should already be noticing this difference.

The PMO advantage in the next three years will not come from governance frameworks alone.

It will come from the catalogue you build by running one real AI deployment, taking the hits, and learning where it breaks.

I built a tool that connects product research, financial modelling, and delivery planning into a single AI workflow.

I am putting together a small founding group of programme leaders to be first in line.

If you have ever watched those three things contradict each other in a steering committee, drop me a direct message. You can also find me at www.alfafintec.com

#PMO #AIDelivery #AITransformation #ProgrammeGovernance

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