



# Зимовий СІО-Джаз - 2025 "ІТ та Бізнес"

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# Зимовий СІО-Джаз - 2025 "ІТ та Бізнес"



## Dmytro Lukianov

GigaCloud, Head of PMO

### About speaker:

- 25+ years of experience in IT, 20+ as Project/Program/Portfolio Manager.
- Experience in people managing since 1995.
- Experience in ITSM since 2000.

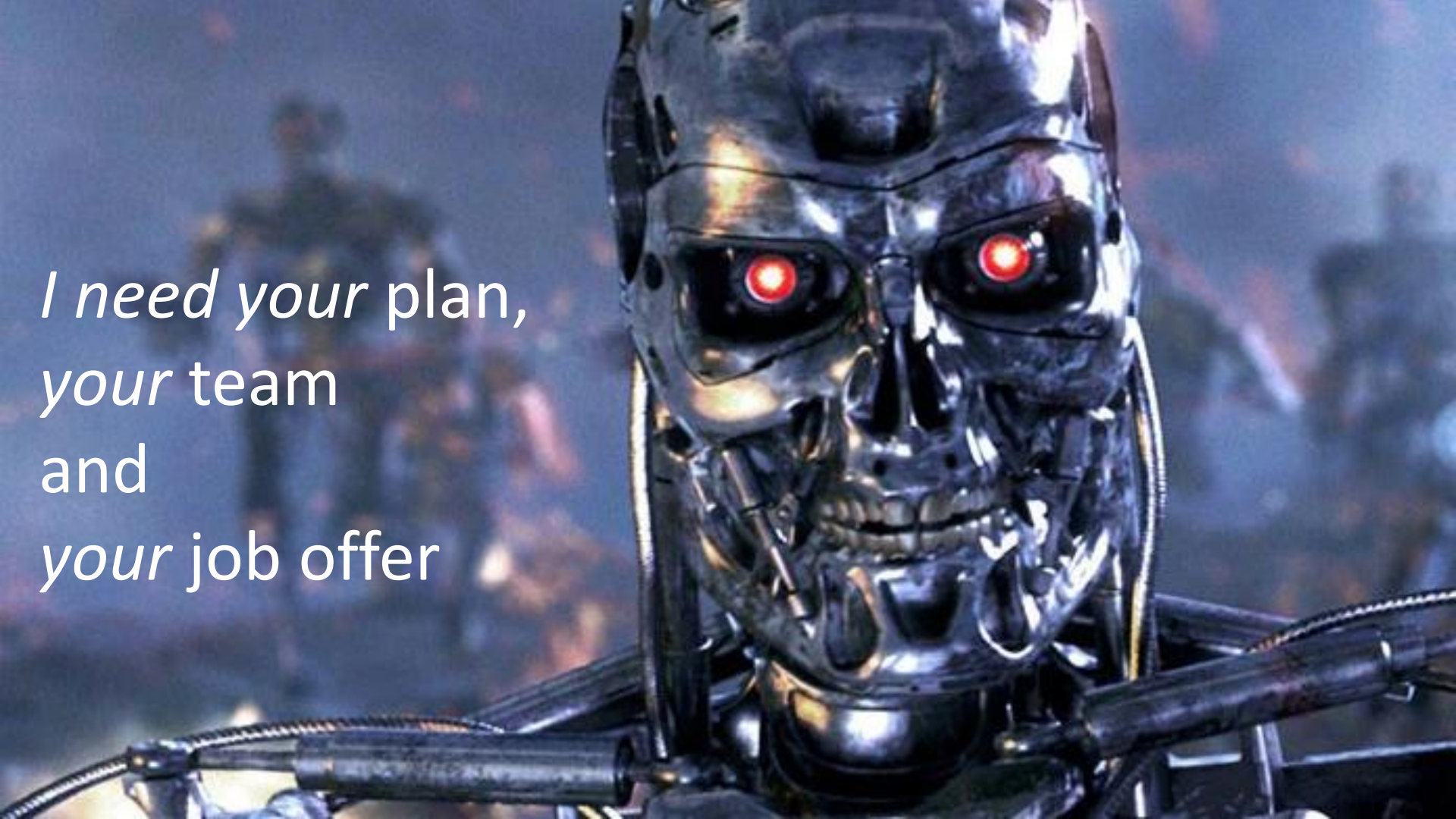


# AI or not AI



**Dr. Dmytro Lukianov, IPMA-A, Head of PMO GigaCloud**

*I need your plan,  
your team  
and  
your job offer*



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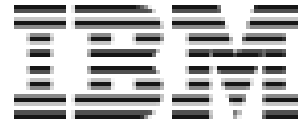


Harvard  
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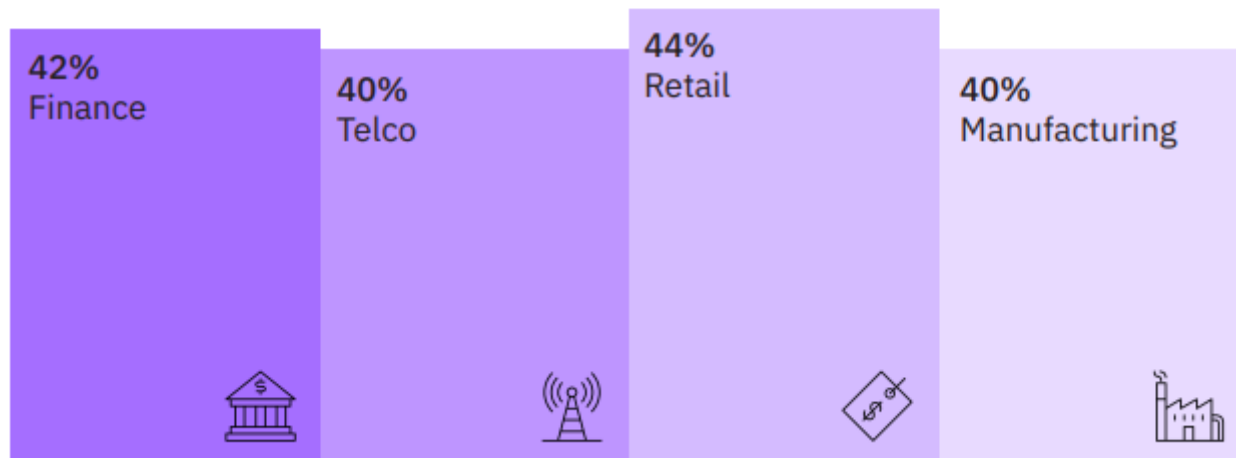
CIO



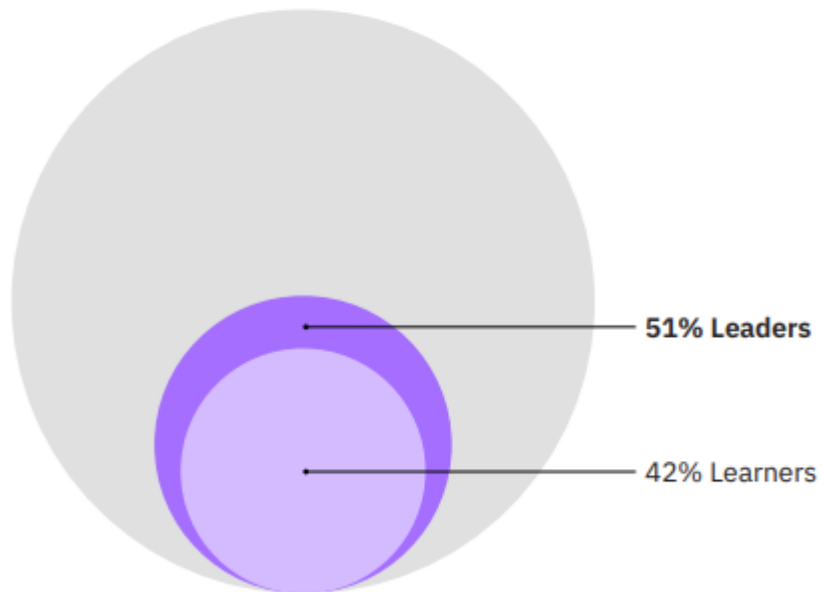
Agile Business  
Consortium



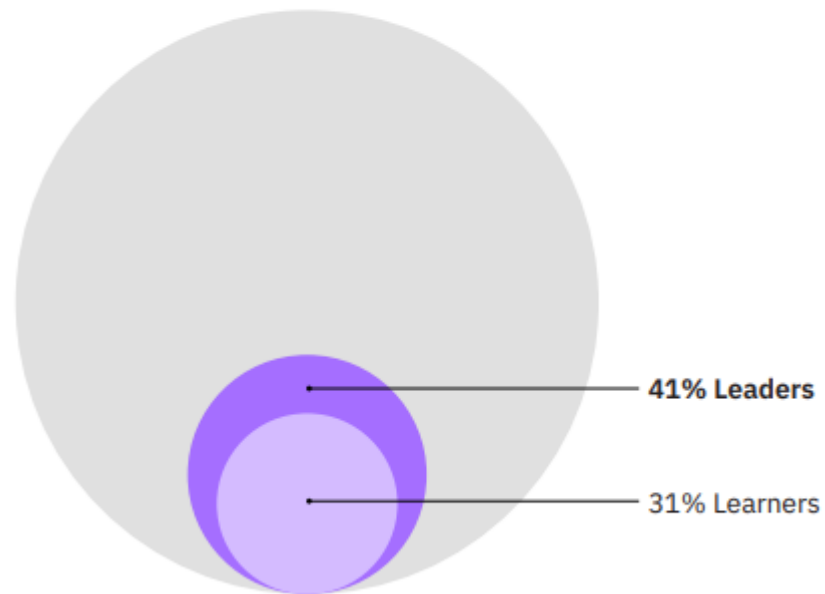
Respondents who agree the statement “We customize AI solutions for optimal value” describes them very well



Respondents who created a  
Chief AI Officer position



Respondents who  
established an AI  
center of excellence



October 2023

## Introduction: AI Is Already Impacting Project Work

Artificial intelligence (AI) has been impacting the execution of project work and the role of the project manager for some time already. PMI research shows this impact will only continue to grow:

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**21%**

of respondents say  
they are using AI  
(PMI research)

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**82%**

of senior leaders say  
AI will have at least some  
impact on projects  
(PMI research)

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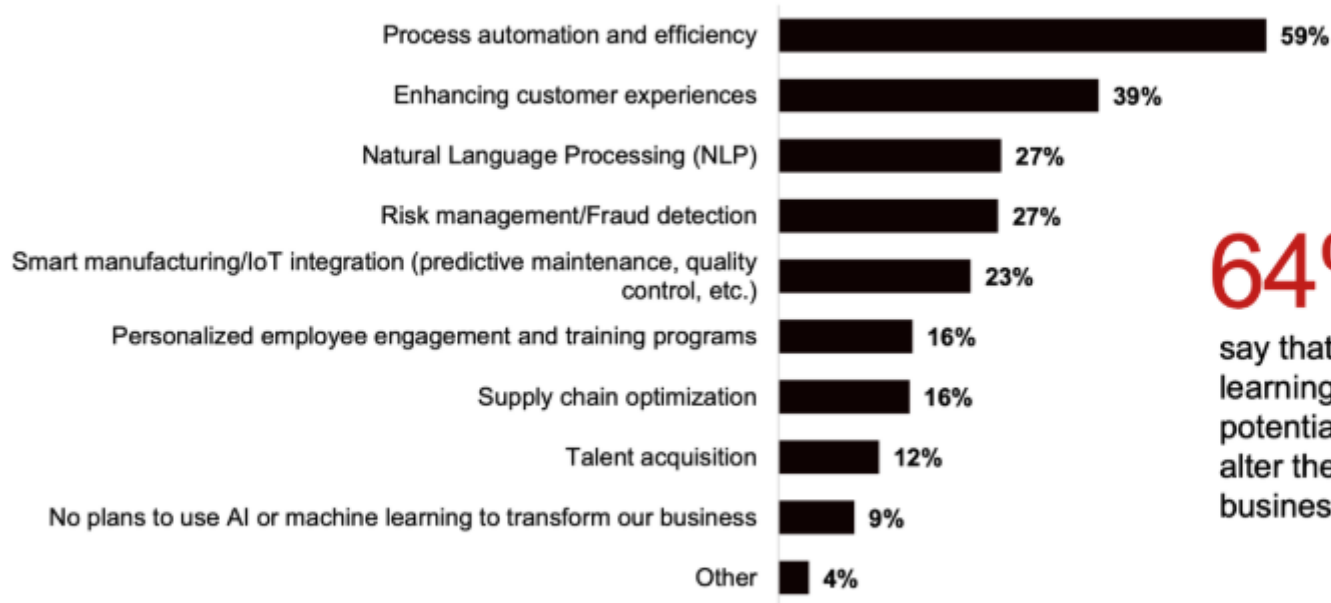
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**91%**

believe AI will have at  
least a moderate impact  
on the profession  
(PMI research)

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# AI/machine learning tools transforming the business



**64%**

say that AI/machine learning has the most potential to significantly alter the way their business operates

Q: Which of these technologies has the most potential to significantly alter the way your business operates over the next three to five years? AND How does your organization plan to use AI and or/machine learning technology to transform your business over the next three to five years?



Source: CIO Tech Poll: Tech Priorities, 2024

RAPTOR 1



2019

RAPTOR 3



2024

# 11 key roles for AI success

Feature

Oct 17, 2024 • 12 mins

Artificial Intelligence

Roles

To maximize the business value of artificial intelligence, AI teams require a diverse range of skills and roles, from data scientists and domain experts, to strategic decision-makers.

# Data scientist

**Data scientists** are the core of any AI team. They process and analyze data, build machine learning (ML) models, and draw conclusions to improve those already in production. A data scientist is a mix of a product analyst and a business analyst with a pinch of ML knowledge, says Mark Eltsefon, staff data scientist at Meta. “The main objective is to understand key metrics that have a major impact on business, gather data to analyze the possible bottlenecks, visualize different cohorts of users and metrics, and propose various solutions on how to increase these metrics, including making a prototype of the solution,” he says, adding that when working on a new feature for TikTok users, it’s impossible to understand whether the feature benefits or alienates users without data science. “You don’t understand how long you should test your feature and what exactly you should measure,” he says. “For all of this, you have to apply AI methods.”

# ML and LLM operations engineer

Data scientists may build AI and ML models, but it's engineers who implement them. They focus on the operational aspects of ML and LLMs, says Insight's Gentry. "They ensure that models are deployed, monitored, and maintained effectively," he says. For gen AI, that might include integrating the LLM functionality into existing enterprise systems — a very rapidly changing area of technology. The **ML engineer's job** is a bit better defined since it's been around longer, but it's also changing.

"In today's age of generative AI, ML models aren't necessarily built internally and hosted by enterprises," says Dattaraj Rao, chief data scientist at Persistent Systems. "In many instances, the ML engineer role is transformed into compiling data from multiple sources, creating prompts that can make the LLMs generate juicy content, often invoked via an API call."

# Data engineer

**Data engineers** build and maintain the systems that make up an organization's data infrastructure. With traditional ML, about 80% of the work is in handling and preparing data, says Matt Mead, CTO at information technology services company SPR.

Traditional ML takes a lot of data and needs experts who are good at math and statistics, he adds. "But generative AI tools, like the large language models most companies use, don't need as much data, and they're way quicker to learn — sometimes just in a few hours," he says.

# Domain expert

The domain expert has in-depth knowledge of a particular industry or subject area. This person is an authority in their domain, can judge the quality of available data, and can communicate with the intended business users of an AI project to make sure it has real-world value.

These subject matter experts are essential because the technical experts who develop AI systems rarely have expertise in the actual domain the system is being built to benefit, says Max Babych, CEO of software development company SpdLoad. “Domain experts can provide critical insights that will make an AI system perform its best.”

# AI designer

An AI designer works with developers to ensure they understand the needs of human users. This role envisions how users will interact with AI and creates prototypes to demonstrate use-cases for new AI capabilities. An AI designer also ensures that trust is built between human users and an AI system, and that AI learns and improves from user feedback.

“One of the difficulties organizations have in scaling AI is that users don’t understand the solution, disagree with it, or can’t interact with it,” says Shervin Khodabandeh, senior partner and MD at consulting firm BCG’s AI business in North America. “Organizations that are getting value from AI, their secret is actually just that they get the human-AI interaction right.”

# Product manager

The **product manager** identifies customer needs, and leads the development and marketing of a product while making sure the AI team is making beneficial strategic decisions. “In an AI team, the product manager is responsible for understanding how AI can be used to solve customer problems and then translating that into a product strategy,” says Dorota Owczarek, AI product lead at AI development company Nexocode, who was recently involved in developing an AI-based product for the pharmaceutical industry to support the manual review of research papers and documents with natural language processing.

“The project required close collaboration with data scientists, ML engineers, and data engineers to develop the models and algorithms needed to power the product,” she says.

# AI strategist

The AI strategist needs to understand how a company works at the corporate level, and coordinates with the executive team and external stakeholders to ensure the company has the right infrastructure and talent in place to produce a successful outcome for its AI initiatives. To succeed, an AI strategist must have a deep understanding of their business domain and the basics of ML. They must also know how AI can be used to solve business problems, says Dan Diasio, global AI leader at EY Consulting.

“Technology was the hard part years ago, but it’s now reimagining how we wire our business to take the best advantage of that AI capability or AI asset that we create,” he says, adding that an AI strategist can help a company think transformationally about how it uses AI. “To change the way [a company makes] decisions requires somebody with a significant amount of influence and vision to be able to drive that forward.”

AI strategists can also help organizations obtain the data they need to fuel AI effectively. “The data that companies have inside their systems today or inside their data warehouses really only represents a fraction of what they’ll need to differentiate themselves when it comes to building AI capabilities,” Diasio says. “A part of the strategist’s role is to look to the horizon and see how more data can be captured and utilized without overstepping privacy considerations.”

# AI governance strategist

Gen AI's emergence has put it firmly in the regulatory cross-hairs. Previous generations of AI brought with them data privacy and cybersecurity risks, but gen AI has the potential to do so much harm that an AI "kill switch" bill made it all the way to the governor's desk in California before being vetoed, even as other bills, regulating such areas as deep fakes, have been signed into law. There are also laws in the works — or already in effect — in many other jurisdictions, including the European Union.

# Chief AI officer

The chief AI officer is the lead decision-maker for all AI initiatives and is responsible for communicating AI's potential business value to stakeholders and clients. "The decision-maker is someone who understands the business, business opportunities, and risks," says iSchoolConnect's Tulsankar.

In addition, the chief AI officer should know the use cases AI can solve, identify where the most significant financial benefit is, and articulate those opportunities to stakeholders.

# Executive sponsor

The executive sponsor is a C-suite manager who takes an active role to ensure AI projects come to fruition, and is responsible to obtain funding for a company's AI initiatives. Executive leadership has a significant role in helping drive the success of AI programs, says EY Consulting's Diasio. "The biggest opportunities for companies often are areas where they break across particular functions," he says.

A consumer products manufacturer, for example, has individual teams responsible for R&D, the supply chain, sales, and marketing, he explains. "The biggest and best opportunities to apply AI to help transform the business cut across all four of these functions," he says. "And it takes strong leadership from the CEO or C-suite of a company to go after those changes."

Unfortunately, senior management in many companies aren't adequately versed in the potential of AI, says BCG's Khodabandeh. "Their understanding of it is quite limited, and they often think of it as a black box," he says. "They throw it to the data scientist, but they don't really understand the new ways of working with AI that are required."

Adopting AI is a big cultural change for many companies that don't understand how a high-functioning AI team works, how the roles work, or how they can be empowered, he adds. "For 99% of the traditional companies adopting AI, it's a hard thing," says Khodabandeh.

DEFINITION

# digital leadership

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Digital leadership is the strategic use of a company's digital assets to achieve business goals. Digital leadership can be addressed at both organizational and individual levels.

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**AI Won't Replace Humans —  
But Humans With AI Will  
Replace Humans Without AI**  
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[\(PDF\) «Digital» competencies in the competency model of project managers](#)

# 'Solving problems that weren't solvable'

Other enterprise leaders report similar gains with their AI initiatives.

The **AI Pulse Survey** released by professional services firm EY in July 2024 surveyed 500 US senior leaders across industries about their AI initiatives and found that 77% of those whose organizations are investing in AI say they're experiencing a positive ROI on operational efficiencies, 74% report a positive ROI on employee productivity, and 72% say as much regarding customer satisfaction.

[How AI is transforming business today | CIO](#)

With 95% of senior leaders saying their organization is currently investing in AI, the key investment focus lies in balancing custom AI development (56%) and the acquisition of ready-made AI products (56%).

# AI



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