



The Future of How We Work

Building Human Capabilities in the Age of AI

Aaron Matthews

Transformation Program Leader & AI Adoption Strategist

IIBA & PMI Joint Professional Development Day | April 2026

The Gaps - Training

82%

of L&D Leaders say they
provide Training

DataCamp, 2026

59%

still report an
AI skills gap

DataCamp 2026

The Training Isn't Making the Difference it Needs To.

The Gaps – The Bottom Line

Individuals save time. Organizations see no durable gains.



Individuals

"I saved 2 hours this week"
"AI helped me write that report"
"This is amazing"



Organizations

No significant measurable productivity gains
Knowledge stays in individual heads
Every person starts from zero

The Gaps - Urgency

THE AMBITION

82%

of senior leaders expect AI to impact PM within 5 years
PMI Global Survey 2024



THE REALITY

18%

of PMs report extensive or good AI Experience
PMI Global Survey

— WHAT THIS MEANS —

The next divide won't be between people who use AI and people who don't.

It's between experienced users and newcomers.

Axios, March 2026

PMI Talent Gap: 25M new project-oriented roles by 2030 — 2.3M every year

The Gaps - Experience

Harvard Business School · BCG · Wharton (2023)



+17%

TOP QUARTILE



+43%

BOTTOM QUARTILE

AI is a skill leveler.

What's Broke – Management Skills



The Tutorial Trap

Watching demos is not doing the work. Passive learning doesn't transfer to real tasks.



The Tool Fixation

Learning "ChatGPT" instead of learning how to manage an intelligent system.



The Lone Wolf Problem

People learn in isolation. Nobody captures what works. Every person starts from zero.

Tools change every 6 months. The management skill compounds forever.

What's Broke - The Foundation

AI accelerates existing habits. Good or bad.

Weak Foundation + AI

- Bad processes run faster
- Poor decisions at scale
- Garbage in, garbage out — amplified
- Cognitive offloading erodes critical thinking

Gerlich 2025 (68% neg corr. & critical thinking); Microsoft/Carnegie Melon reinforced this

Strong Foundation + AI

- Good processes become great
- Sound judgment amplified
- Human expertise + AI speed
- Top 5% get 5x returns from AI

BCG, 2025

AI cannot fix what's broken. It can only accelerate what's already there.

The Shift - From Tool to Intelligent Contributor



Level 1

Delegate

AI does things
FOR you

Drafting, summarizing,
data formatting



Level 2

Collaborate

AI thinks
WITH you

Analysis, scenario planning,
problem decomposition



Level 3

Elevate

AI extends
HOW you think

Reusable systems,
new methodologies

Most people plateau at Level 1. The value is in Levels 2 and 3.

Only 21% of organizations have redesigned workflows around AI — McKinsey State of AI, March 2025

Manage AI Like an Intelligent Contributor

You don't learn an AI tool. You learn to manage it — define the work, brief it, review the output, iterate, and override.

1



2



3



4



5

Define

Know what good
looks like
before you start

Brief

Give context,
role, and
Constraints

INTENT

Review

Evaluate output
against your
expertise

Iterate

Refine through
conversation,
not restart

Override

Your judgment
always has
final say

This process works regardless of which AI tool you use.
It's the skill that doesn't expire.

A MOMENT OF PERSPECTIVE

Nearly sixty years ago, a scholar anticipated the question we're now living.

— *Wayne C. Booth, The Knowledge Most Worth Having (1967)*

“ The question of whether it is possible to maintain a human stance toward any more than a tiny fraction of modern knowledge is not clearly answerable at this stage in our history. It will be answered, if at all, only when men have learned how to store and retrieve all “machinable” knowledge, freeing themselves for **distinctively human tasks.**

The Solution - Build the Learning Engine

AI Power Users Are More Human

37% solo time vs 42% for late adopters

They spend more time with **others, learning together** and **socializing** — not just doing the work.

Gensler 2026 | 16,459 workers, 16 countries

Build the engine: three components



Communities of Practice

Structured peer learning



Use Case Library

Capture reusable patterns



ROI Capture

Prove the business case



The Solution - Communities of Practice

Component 1 of 3

Start a Monthly AI Roundtable

5–10 people. 30 minutes over lunch.

Each meeting: 2–3 people share a use case.

What task. What worked. What didn't.

Cross-functional is key.

A BA's discovery becomes a PM's hack.

Operates inside your existing governance —
practitioners sharing what works, within your policies.

3–4x

higher AI adoption with
structured sharing

PwC

People in your org are already experimenting with AI. They're just not talking about it.



The Solution - Use Case Library

Component 2 of 3

Capture Template

Problem	What were you trying to solve?
AI Level	Delegate / Collaborate / Elevate
Prompt Approach	What context and framing did you use?
Outcome	Result? Quality? Time saved?
Lessons	What would you do differently?
Reusability	Can others use this? How?

Why It Matters

Institutional AI knowledge
that outlives any individual

Patterns emerge:

*"Most of my team is using AI as XXX, maybe
we should create an Agent to do that for
everyone."*

That's strategic intelligence.

Proven pattern:

CernerWorks SE program.

Share it on Teams, Slack, SharePoint. Make it findable. Make it living.

\$ The Solution - ROI Capture

Component 3 of 3

Track Three Metrics

Time Saved

Hours recaptured per task, per week.

Quality Improved

Fewer revisions. Better feedback.

New Capability

Analysis you couldn't do before.

Why It Matters

Without ROI evidence, leadership has no reason to keep investing.

Hours saved is a leading indicator — not the finish line.

Track cycle time, rework, and capability growth quarter over quarter.

This is not a training program. It's a learning system.

The Hidden Requirement - SAFETY

None of this works if people are afraid to say "I tried this and it failed."

Amy Edmondson, Harvard

Teams that learn fastest treat admitting mistakes as data, not as weakness.

Google Project Aristotle

Psychological safety was the single strongest predictor of team effectiveness.
Stronger than skills, structure, or strategy.

An organization cannot learn from what it cannot see.

The Human Skills That Actually Matter

Three capabilities that compound in value as AI takes on more of the execution.

Judgment

AI handles the tasks that once built judgment. Now it must be developed deliberately.

Know when not to trust the answer.

Decision-Making

AI can inform and recommend — but it can't make the call. The decision is still yours.

Use it to think faster, not to think for you.

Human Connection

AI power users spend more time — not less — learning together.

Teach each other what you're learning.

As AI gets better at doing the work, the premium shifts to deciding what work is worth doing.

The Plan - Your 4-Day Launch Plan

Day 1

Start Doing

Pick one real task.
Use AI on it.
Try all three levels:
Delegate, Collaborate,
Elevate.

Day 2

Start Sharing

Build your first
reusable prompt.
Share it with
a colleague.
Capture it.

Day 3

Start Challenging

Use AI to challenge
your own thinking.
Ask it to find holes
in your analysis.

Day 4

Start Building

Teach someone the
three-level
framework.
Host your first
AI roundtable.
Launch the engine.

You're building learners, not users.

Scaffold, not prescription — adapt the timing to your team.

RECAP

What We Covered Today

PART 1

The Gaps

Individuals surge. Organizations stall.

PART 2

What's Broke

Tutorial. Tool. Lone Wolf.

PART 3

The Shift

Delegate. Collaborate. Elevate.

PART 4

The Solution

Communities. Library. ROI.

PART 5

Human Skills

Judgment. Decision-Making. Connection.

PART 6

The Plan

Do. Share. Challenge. Build.

Training alone won't close the gap. A learning engine will.

Four moves. Start this week.



Don't wait for permission.
Build the engine.

Aaron Matthews

Transformation Program Leader & AI Adoption Strategist

[linkedin.com/in/aaronmatthews](https://www.linkedin.com/in/aaronmatthews) | valuealignmentconsulting.com

Research References

1. Gensler Research Institute, "2026 Global Workplace Survey," March 2026
2. Deloitte, "Human Skills Drive High-Performing Teams in the AI Era," Jan 2026
3. DataCamp/YouGov, "Why Traditional AI Training Isn't Working in 2026," Feb 2026
4. McKinsey & Company, "The State of AI," March 2025
5. Anthropic, "Economic Index Report: Learning Curves," March 2026
6. Axios, "America's Next Class War Will Be Over AI Fluency," March 2026
7. WEF, "Future of Jobs Report 2025" (1,000+ companies, 14M+ workers)
8. HBR, "How Do Workers Develop Good Judgment in the AI Era?" Feb 2026
9. BCG, AI Productivity Research, 2025 (1,250+ companies)
10. PwC, AI Upskilling Research, 2025
11. Columbia, AI Skills and Training Research, 2025
12. Gerlich, "AI and Cognitive Atrophy," 2025
13. Dell'Acqua et al. / Harvard / BCG, Jagged Frontier Study, 2023
14. Edmondson, Amy, "Psychological Safety," Harvard, 1999
15. Google, "Project Aristotle: Team Effectiveness," re:Work, 2015
16. Fortune / Block, "Gross Profit Per Employee," March 2026