

## **Rewiring the PMO for the AI Era**

### **Interview with Nagendra Roy <sup>1</sup>**

Author of *PMO Rewired*  
Founder & CEO – AANSEACORE  
PMO and AI Strategist, Popular Speaker, PMI Influencer  
Industry Executive, Atlanta, Georgia, USA



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#### **Introduction to Interviewee**

**Nagendra Roy** is a globally recognized enterprise transformation leader, Founder & CEO - AANSEACORE, PMO strategist, and author with more than 25 years of experience leading large-scale business and technology transformation initiatives across fintech, public sector, banking, retail, logistics, manufacturing, education, and consulting industries.

Known for bridging executive vision with enterprise execution, Nagendra specializes in transforming PMOs into strategic growth engines that drive measurable business value.

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He has successfully led multimillion-dollar portfolios, enterprise modernization programs, cloud transformation initiatives, and AI-ready governance frameworks for organizations ranging from Fortune 500 enterprises to public-sector institutions.

Currently also serving as Senior executive of the ePMO at Fintech Company in Atlanta, Georgia, aligning strategic priorities with execution across complex and regulated business environments. Prior to this role, he held executive leadership positions in big corporates and industry giants, where he delivered enterprise-wide transformation programs, data strategy initiatives, PPM Architecting, and Implementation, PMO modernization, and large-scale portfolio management.

Nagendra is also the author of "*PMO Rewired*", a globally adopted book on modern PMO transformation recognized at the PMI Global Summit for advancing trust-centered leadership, AI adoption, and outcome-driven governance. His thought leadership focuses on executive alignment, AI-enabled portfolio governance, organizational agility, and modern PMO operating models.

A respected speaker and industry contributor, Nagendra has presented at major professional forums including PMI Global Summit, PMI PMO unCON, Universities and academic leadership panels at Kennesaw State University. He has also served in multiple executive leadership roles within the PMI Atlanta Chapter and currently contributes as an Advisory Board Member for SAUPO at Kennesaw State University.

Nagendra holds multiple industry certifications including PMP, DASSM, SAFe Agilist, Certified Scrum Master, ITIL, and AI certifications from PMI. His leadership philosophy combines governance rigor, strategic execution, and people-first transformation to help organizations scale sustainably in rapidly evolving business environments.

Mr. Roy can be contacted at <https://www.linkedin.com/in/nagendrasinghroy/>

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## Interview

### Opening & Personal Journey

**Q1:** Your book *PMO Rewired* presents a bold shift in how PMOs should operate. What inspired you to write this book now?

**Nagendra Roy (Nagendra):** One of the biggest reasons I wrote *PMO Rewired* now is because the traditional PMO model is no longer enough for the speed, complexity, and uncertainty organizations are facing today. Across industries, I kept seeing PMOs struggling to move beyond reporting, governance, and compliance functions, while businesses were demanding agility, strategic decision-making, faster value delivery, and now AI-driven transformation.

After working for more than two decades across transformation programs, delivery leadership, and enterprise PMOs, I realized there was a significant gap between what PMOs were designed to do historically and what modern organizations need from them today. The PMO can no longer operate as a passive control tower, it must become an intelligent transformation engine.

That realization became the foundation for “*PMO Rewired*”. I wanted to challenge the conventional perception of PMOs and provide leaders with a practical roadmap for evolving into strategic, data-driven, and AI-enabled PMOs that can directly influence business outcomes.

Another major inspiration was the rapid emergence of Artificial Intelligence. AI is fundamentally changing how decisions are made, how risks are predicted, how portfolios are managed, and how delivery organizations operate. Through my AI-ACTT Framework, I wanted to show organizations how PMOs can responsibly integrate AI into governance, execution, and transformation capabilities instead of being disrupted by it.

Ultimately, this book is about helping organizations future-proof their PMOs and reposition them as drivers of innovation, adaptability, and measurable business value.

**Q2.** Over your 25+ years in transformation leadership, what major evolution have you observed in how organizations perceive PMOs?

**Nagendra:** The evolution has been quite dramatic. Earlier in my career, PMOs were largely viewed as administrative or reporting functions - focused on status tracking, documentation, governance controls, and ensuring projects followed predefined processes. In many organizations, the PMO was seen more as a compliance office rather than a strategic partner.

Over the last decade, especially with digital transformation accelerating across industries, that perception has significantly changed. Organizations now expect PMOs to play a much broader and more strategic role. Today’s PMO is increasingly expected to drive business alignment, enable faster decision-making, manage enterprise change, improve delivery predictability, and create measurable business value not just manage project schedules.

Another major shift I’ve observed is the move from project-centric thinking to value-centric thinking. Executives are no longer asking, ‘Did we complete the project on time?’ They’re asking, ‘Did we achieve the intended business outcome?’ That changes the role of the PMO entirely.

The rise of Agile, cloud transformation, data-driven operations, and now Artificial Intelligence has also pushed PMOs to evolve from static governance models to adaptive and intelligent delivery ecosystems. Modern PMOs need to combine governance with agility, analytics, automation, and strategic foresight.

I believe the most successful PMOs today are the ones that act as transformation enablers rather than control functions. They bring visibility, alignment, execution discipline, and innovation together. That shift from oversight to orchestration is probably the biggest evolution I've witnessed throughout my career.

## **PMO Transformation & Trust**

**Q3:** What does a truly business-driven PMO look like in 2026 and beyond?

**Nagendra:** A truly business-driven PMO in 2026 and beyond is no longer just a governance body, it becomes a strategic transformation partner embedded directly into business decision-making. Its success is not measured by how many reports it produces, but by how effectively it helps the organization achieve business outcomes, accelerate innovation, and respond to change.

The modern PMO operates with a value-first mindset. Instead of focusing only on timelines, budgets, and compliance, it continuously aligns portfolios, programs, and investments with enterprise strategy, customer impact, and measurable business value. Another defining characteristic is intelligence-driven execution. PMOs of the future will heavily leverage AI, predictive analytics, automation, and real-time data insights to improve forecasting, identify delivery risks early, optimize resource allocation, and support executive decision-making. This is where AI-enabled governance becomes extremely important.

A business-driven PMO is also highly adaptive. Organizations today operate in environments of constant disruption whether it's digital transformation, market volatility, cybersecurity risks, or emerging technologies. The PMO must enable agility at scale while still maintaining governance discipline and strategic alignment.

Most importantly, the PMO of the future acts as an enterprise orchestrator. It connects strategy, execution, operations, technology, and people into one integrated transformation ecosystem. It helps leadership answer critical questions like: Are we investing in the right initiatives? Are we realizing value fast enough? And are we building capabilities for the future?

In many ways, the PMO is evolving from a project management office into what I call a 'business transformation intelligence office' - combining governance, strategy, data, and AI to drive sustainable enterprise growth.

**Q4:** You emphasize "signals of trust" in the book. What practical actions can PMO leaders take to build organizational trust?

**Nagendra:** In *PMO Rewired*, I emphasize that the future PMO must evolve into what I call a '**Confidence Engine**' for the organization. In today's environment, executives are not just looking for project updates, they are looking for confidence. Confidence that investments are aligned to strategy, confidence that risks are visible early, confidence

that teams can execute, and confidence that transformation initiatives will deliver business value.

That confidence is built through what I describe as ‘signals of trust’ the consistent actions, behaviors, and decision patterns that demonstrate credibility, transparency, and reliability across the enterprise.

One practical action PMO leaders can take is moving from a policing mindset to an enabling mindset. The moment the PMO becomes known for removing roadblocks, accelerating decisions, and helping delivery teams succeed, organizational trust increases dramatically.

Transparency is another major signal of trust. Strong PMOs do not hide issues behind green dashboards. They create honest visibility into risks, dependencies, and delivery realities while also bringing actionable solutions. Leaders trust PMOs that tell the truth early.

I often use the analogy of an airport control tower. Pilots trust the control tower not because it controls them, but because it provides visibility, coordination, predictive guidance, and safe navigation during uncertainty. A modern PMO should operate the same way as an enterprise control tower that enables confident decision-making rather than bureaucratic oversight.

Consistency is equally important. Governance must feel fair, predictable, and business-aligned, not process-heavy. And increasingly, PMOs must leverage AI, predictive analytics, and real-time insights to strengthen executive confidence through data-driven decision-making.

Ultimately, trust is not built through presentations or governance documents. It builds when the PMO consistently demonstrates that it exists to help the business succeed. When that happens, the PMO stops being viewed as a reporting office and starts becoming a true strategic confidence engine for enterprise transformation.

## **AI, Automation & Future of Work**

**Q5:** How should PMO professionals prepare themselves for the AI-driven future of project delivery?

**Nagendra:** In the *Harnessing AI* chapter of *PMO Rewired*, I emphasize that AI is not here to replace PMO professionals, it is here to redefine the value they bring. The future belongs to PMO leaders who can combine human judgment, strategic thinking, and leadership with AI-driven intelligence and automation.

**The first** step PMO professionals must take is shifting their mindset. AI should not be viewed as a threat to governance or delivery roles; it should be seen as an accelerator for better decision-making, predictive insights, and operational efficiency. Many traditional PMO activities - reporting, status consolidation, risk tracking, forecasting, and

documentation will increasingly become automated. That means PMO professionals must evolve from task managers into strategic transformation advisors.

**Second**, they need to build AI literacy. They do not necessarily need to become data scientists, but they must understand how AI works, where it adds value, its limitations, governance implications, and how to use AI responsibly in enterprise environments. Understanding predictive analytics, intelligent automation, data-driven governance, and AI-assisted portfolio management will become essential skills.

**Third**, PMO professionals must strengthen uniquely human capabilities - communication, stakeholder influence, strategic alignment, change leadership, and ethical decision-making. AI can generate insights, but it cannot replace leadership judgment, trust-building, or organizational alignment.

I often say this: in the future, the PMO will not compete against AI, it will compete against PMOs that know how to use AI effectively.

That is exactly why I introduced the AI-ACTT Framework in *PMO Rewired* to provide organizations and PMO leaders with a practical roadmap for integrating AI into governance, delivery, and transformation ecosystems while keeping humans at the center of decision-making.

The PMO professionals who embrace AI early will not just remain relevant, they will become the architects of next-generation enterprise transformation.

## **Leadership & Human-Centered PMOs**

**Q6:** One of the strongest themes in your work is human-centered leadership. Why is empathy becoming a strategic PMO capability?

**Nagendra:** One of the strongest messages in *PMO Rewired* is that transformation is ultimately not about technology, process, or governance, it is about people. Organizations do not fail transformation initiatives because they lack tools; they fail because people do not feel aligned, heard, supported, or confident during change. That is why I believe empathy is no longer a soft skill in the PMO world, it is a strategic capability.

Traditionally, PMOs focused heavily on schedules, milestones, reporting, and compliance. But today's transformation environment is far more complex. Teams are dealing with constant change, AI disruption, hybrid work models, uncertainty, burnout, and increasing delivery pressure. In that environment, a PMO leader who only manages tasks will struggle. A PMO leader who understands people will create sustainable transformation success.

Empathy allows PMO leaders to understand the human impact behind delivery metrics. For example, if a project is delayed, a traditional PMO may immediately escalate performance concerns. An empathetic PMO leader, however, may recognize that the

delivery team is overwhelmed due to unclear priorities, resource fatigue, or change saturation across the organization. Instead of simply pushing harder, they address the root cause - improving alignment, communication, and team support. That creates both better outcomes and stronger trust.

I often use the analogy of a GPS navigation system. A traditional PMO simply tells you that you are off route. But an empathetic, human-centered PMO acts like an intelligent navigator - it understands the conditions, recalculates the route, provides guidance calmly, and helps the organization move forward without creating panic. That difference is critical during enterprise transformation.

Empathy also strengthens executive decision-making. When PMOs truly listen to stakeholders, business units, delivery teams, and customers, they gain richer insights into organizational readiness, resistance points, and cultural dynamics. Those insights improve prioritization, risk management, and transformation adoption.

In the AI-driven future, this becomes even more important. As automation increases, human capabilities such as empathy, trust-building, collaboration, and ethical leadership become true differentiators. AI can generate dashboards and predictions, but it cannot replace emotional intelligence, contextual understanding, or human connection.

That is why in *PMO Rewired*, I position empathy not as emotional softness, but as operational intelligence. The PMOs that will succeed in the future are the ones that can balance governance with humanity, execution with understanding, and performance with trust. Because ultimately, transformation succeeds when people choose to move forward together.

## **Practical Advice for PM Professionals**

**Q7:** What habits or practices have personally helped you sustain leadership effectiveness across complex transformations?

**Nagendra:** For me, leadership during transformation has never been about authority - it has always been about service, consistency, and creating confidence during uncertainty. Over the years, across complex programs and enterprise transformations, I've realized that sustaining leadership effectiveness is less about having all the answers and more about building trust, staying grounded, and helping people move forward together.

One practice that has helped me consistently is what I call 'leading with clarity under pressure.' During transformation, teams often face ambiguity, competing priorities, and constant change. In those moments, leaders must become a source of calm, direction, and focus. I make it a habit to simplify complexity - translating strategy into clear actions, achievable outcomes, and practical next steps for teams and stakeholders.

Another habit that has shaped my leadership style is active listening. I genuinely believe some of the best transformation insights come from delivery teams, engineers, analysts,

and frontline contributors - not just leadership rooms. Servant leadership begins when people feel heard. Many times, simply listening carefully to a team's challenges early can prevent larger delivery issues later.

I also strongly believe in staying connected to execution realities. Even while operating at strategic levels, I try to remain close to delivery dynamics, risks, dependencies, and team sentiment. Transformation cannot be led effectively from dashboards alone. The practice that has personally helped me is continuous learning and adaptability.

Technology, AI, delivery models, and business expectations evolve constantly. I dedicate time to learning, reflecting, and challenging my own thinking because transformation leaders cannot operate with yesterday's mindset in tomorrow's environment.

And finally, I focus heavily on empathy and consistency. People remember how leaders make them feel during difficult transformations. When teams know their leader will support them, communicate honestly, remove barriers, and stand with them during challenges, performance naturally improves.

I often say this: leadership is not about being the person in front of the team, it is about being the person who enables the team to move forward confidently. That philosophy has guided me throughout my journey and continues to shape how I lead transformation today.

## **Rapid Fire**

### **1. One word that defines a successful PMO?**

**Nagendra:** "Alignment". Because in my view, a successful PMO is not just managing projects, it is continuously aligning strategy, people, execution, technology, and business value in one direction. When alignment is strong, delivery becomes faster, trust improves, and transformation becomes sustainable.

### **2. AI: opportunity or disruption?**

**Nagendra:** "Both", but for me, it is a transformational opportunity disguised as disruption. AI will disrupt traditional PMO functions, especially manual reporting, tracking, and administrative governance. But the organizations and PMO leaders who embrace AI early will gain a massive advantage in predictive decision-making, intelligent governance, and faster value delivery.

I often say - AI will not replace PMOs, but PMOs that use AI effectively may replace those that don't."

### **3. Governance or agility?**

**Nagendra:** "Neither in isolation - the future belongs to adaptive governance." In *PMO Rewired*, I talked about how organizations fail when governance becomes bureaucracy,

but they also fail when agility lack's structure and accountability. The real value comes from balancing both. I see governance as the guardrails and agility as the engine. You need both for transformation to move fast without losing direction.

4. One leadership trait every PMO leader needs?

**Nagendra:** "Empathy!" Because PMOs today are not just managing projects, they are leading people through uncertainty, change, pressure, and transformation. A PMO leader who can understand people, build trust, and create confidence will always deliver stronger outcomes than one who only manages processes.

5. A book every PM professional should read?

**Nagendra:** I'll try not to sound biased here, but I would say "*PMO Rewired*" because it challenges the traditional perception of PMOs and prepares leaders for the AI-driven future of transformation. But beyond that, I would also recommend ***Leaders Eat Last*** by Simon Sinek. It's a powerful reminder that leadership is ultimately about trust, service, and creating environments where people can perform at their best, something every PMO leader needs to understand deeply.

6. One habit that improved your leadership journey?

**Nagendra:** "Active listening!" Over the years, I've learned that the most effective leaders are not always the ones who speak the most, they are the ones who listen deeply, understand context, and make people feel heard. Many transformation problems can be solved early when leaders genuinely listen to teams, stakeholders, and customers before reacting. That habit has helped me build trust, make better decisions, and lead complex transformations with greater empathy and clarity.

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## About the Interviewer



**Archana Choudhary**

Florida & Texas, USA



**Archana Choudhary** is Vice President at Deutsche Bank, with over 20 years of experience in IT project management. She is recognized expert in strategy execution, PMO leadership, and project portfolio management having led complex initiatives including bank acquisitions and mergers, as well as Agile transformations that unified siloed teams and stabilized fluctuating priorities under robust PMO structures.

A frequent speaker, author, and PMP mentor, Archana has contributed to PMI global standards and delivered presentations at various PMI chapters, including Dallas, Carolina, North East Florida, Miami Conference, Global Summit, Agile Asia Pacific symposium, among others.

She is an award-winning project management professional, honored at various platforms like Women in Tech as Global Technology Leader, PMI Phoenix. Recognized for leadership excellence, influence and strengthening professional PM communities, contributing to advancing women in project management.

Archana also serves as a judge for prestigious international awards, including PMI PMO Awards, startups and is regarded as a thought leader in the field. She can be contacted at [www.linkedin.com/in/archana-choudhary-690875b0](http://www.linkedin.com/in/archana-choudhary-690875b0)

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