

# **Balancing AI and Human Judgment for Better Project Management <sup>1</sup>**

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AI tools are quickly becoming standard in project management, and that's making discernment and communication skills more important for project managers (PMs). From 2024 to 2025, the [number of project managers using AI tools](#) jumped from 36% to 70%, and almost all the rest said their companies are planning AI adoptions. This trend is good news if you're a PM, team lead, or account manager, because AI can deliver such large efficiency gains.

However, while AI can synthesize data, summarize findings, and suggest next steps, it doesn't know your clients or the information that's most valuable to them. AI also doesn't know your clients' and internal teams' communication styles. Without human validation and interpretation, AI-driven efficiency and autonomy increase risk, so the need to refine these skills is increasingly urgent. Faster processes increase PMs' responsibility to trust but verify before discussing AI-generated results.

Communicating with stakeholders about AI outputs and AI-informed project phases will always require a strong human touch. Translating outputs and insights for a specific audience, and tailoring information to meet their unique needs, is a crucial skillset. Research by academics in the US, South Korea, and Austria on [soft skills in the workplace](#) found that along with critical thinking and complex problem solving, "as technical complexity rises, the glue that keeps talent productive is social skill — communication, empathy, conflict resolution, and the ability to coordinate diverse expertise."

## **Filling the context gaps in AI tool results**

Take meeting recordings and recaps as an example. AI tools automatically transcribe the conversation and assign statements to the correct speakers. They can also synthesize

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discussion notes and flag action items. What they lack is the additional context and connections that makes post-meeting communication clear and useful.

For instance, an AI-powered meeting recap might capture keywords from the conversation, but it won't include keyword-related links to the items discussed during the meeting, such as a status report, sprint board, design system, or app. The PM can apply contextual knowledge to the recap to make it more useful for attendees. It's also the PM's responsibility to keep track of any post-meeting discussions of risk mitigation or other issues that took place out of "earshot" of the AI meeting assistant, to develop follow-up plans.

AI meeting tools also don't address the needs of different audiences. People who weren't in the meeting may also need the information captured by the AI tool. But they'll need it delivered in a scope and format that aligns with their role and their stake in the discussion. For example, VPs and C-suite leaders will need an executive summary, not a full set of notes. Heads of other teams or departments may need a summary tailored to the topics relevant to them. This is why sharing AI-generated information requires human judgment calls. It's not enough to know what was discussed. The more important questions are "What additional context is needed, and who is it actually for?"

## **Assessing and building PM communication skills**

Most of us assume we're skilled communicators because we talk to and trade messages with people every day. But our confidence in our skills doesn't always align with our actual proficiency. So, the first step to honing communication and other soft skills is through peer feedback and assessments.

At the PMO level, a competency framework can guide managers through structured assessments of proficiency and performance. Ideally, the initial assessment is followed up by quarterly, half-yearly, or annual follow-up assessments to track improvements. The goal is to give PMs the skills they need to adapt their messaging around AI outputs to match different communication styles among clients, internal teams, and leadership. Knowing what information each audience cares about most and how to present it are learnable skills, and that learning starts with feedback and assessments.

## **Developing soft skill proficiency while working with AI**

After assessment shows you where the proficiency gaps are, practice is the way to close them. Fortunately, there are a lot of resources for communications practice that allow you to practice everything from routine post-meeting follow-ups to more challenging conversations.

Consider using AI role-play tools on platforms like LinkedIn Learning to build and run practice scenarios. Ahead of a difficult negotiation with a client, for example, you can set up a client profile, define the situation, and adjust how hard the AI pushes back on specific points during your discussion. This type of practice session is particularly useful for the kinds of high-stakes interactions that don't come up frequently enough in the real world to build skill through experience.

Communication skills extend to conversations with AI models, too. Regular practice and ongoing training with prompt engineering can help PMs become proficient at guiding AI tools more effectively for more precise results.

Investing in practice time can quickly help PMs generate more useful recaps and documentation faster. That reclaims time for relationship building and advanced skill building that can drive client trust and career growth.

## **Cultivating adaptability for AI-enabled project management**

PMs act as the hub of every project. Because they connect clients, internal teams, and leadership, the role has always required constant learning and flexibility to adapt to changing technology and the needs of different stakeholders. AI requires more adaptability, but it also provides more resources for adaptation, such as communication feedback.

The challenge now is to understand what AI tools can do, know when to trust AI output and when to review it, and communicate the results appropriately to each audience. The PMs who stay open to feedback and committed to soft skill development will be the ones who can make the most of today's AI tools and be ready for what comes next.

## About the Author



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**Steven Meltser** is Vice President of PMO / Delivery Excellence- Experience at [Genpact](#), bringing extensive experience leading consumer-centric, digitally driven programs across design, technology, marketing, and operations. He has delivered integrated solutions for global brands such as General Motors, Kimberly-Clark, Coca-Cola, Microsoft, and more, across platforms including Microsoft, Sitecore, and others. His leadership focuses on cross-functional team development, process definition, and driving organizational growth, with additional emphasis on AI and agentic solutions. Steven can be contacted at <https://www.linkedin.com/in/stevenmeltser/>.

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