AI IMPACT REPORT NO. 177 · REVISED 5 OCTOBER 2026 · 250 ROLES COVERED

Programme Managers

AI augmenting strategic planning, risk aggregation, and cross-project dependency management.

EXPOSURE	WINDOW	ADOPTION TODAY	READING
43 Moderate exposure	3–7 yrs until change lands	Medium-High	Augmented more than replaced. Exposure is the share of today's work AI can plausibly take on within the window.

§ 01 WHAT IS HAPPENING

What is happening to programme managers

Impact

AI tools are used to analyze data across multiple projects, identify interdependencies, forecast overall programme outcomes, assess aggregate risks, optimize resource allocation at a programme level, and generate consolidated status reports for senior stakeholders.

Risk

Strategic oversight enhanced by AI; focus on benefits realization, stakeholder alignment, and governance.

The Programme Manager role will be significantly augmented by AI. AI will handle much of the complex data aggregation and initial analysis across projects. This elevates the Programme Manager's role to defining and ensuring strategic alignment of the programme, managing complex stakeholder landscapes, overseeing governance frameworks, making high-level decisions based on AI-driven insights, and ensuring the programme delivers its intended business benefits.

Sector readiness

Progressive Integration, Especially in Enterprise PMOs & Large Initiatives

AI is being integrated into Enterprise Project Portfolio Management (PPM) tools and specialized analytics platforms. Its adoption is driven by the need to manage increasingly complex and interconnected strategic initiatives.

§ 02 POSITION

Where you stand

i The Programme Manager role is being significantly empowered by AI, enabling more strategic oversight and data-driven management of complex initiatives.

ii AI automates cross-project data aggregation, risk analysis, and status reporting, allowing Programme Managers to focus on strategic alignment, governance, and benefits realization.

iii The future Programme Manager will be a strategic leader who leverages AI to navigate complexity, optimize resource deployment across projects, manage senior stakeholders effectively, and ensure strategic initiatives deliver their intended value to the organization.

§ 03 ACTIONS 15 POINTS

What this means for you

Concrete changes to how the work gets done, in the order you are likely to meet them.

01 **AI-Powered Programme-Level Risk Aggregation & Predictive Analysis.** Utilize AI to identify, analyze, and predict risks across multiple projects, understanding their potential cumulative impact on programme objectives.

02 **Optimized Resource Allocation Across Projects.** Employ AI tools to analyze resource demand and availability across the programme, suggesting optimal allocations to meet strategic priorities and minimize conflicts.

03 **Strategic Alignment & Benefits Realization Tracking.** Leverage AI to monitor how individual projects contribute to overall programme benefits and strategic goals, flagging misalignments.

04 **Automated Programme Status Reporting & Dashboards.** Use AI to consolidate progress, financial data, and risk information from multiple projects into comprehensive programme-level dashboards and reports for executive stakeholders.

05 **Cross-Project Dependency Management.** AI can help identify and manage complex interdependencies between projects within the programme, alerting to potential downstream impacts of delays.

06 **Focus on Strategic Stakeholder Management & Communication.** With AI handling data consolidation, dedicate more time to engaging with senior stakeholders, managing expectations, and communicating programme strategy and progress.

07 **Programme Governance & Decision Support.** Using AI-driven insights to inform programme governance meetings, facilitate decision-making, and ensure adherence to strategic objectives.

08 **Scenario Modeling for Strategic Alternatives.** Employ AI to model the potential outcomes and resource implications of different strategic approaches or changes to the programme scope.

09 **Change Management Across Multiple Initiatives.** Leading and coordinating change management efforts for the various projects within the programme, potentially using AI to gauge stakeholder sentiment.

10 **Vendor & Contract Management (Programme Level).** Overseeing key vendor relationships and contracts that span multiple projects, with AI potentially assisting in performance monitoring.

11 **Ensuring Consistency in Project Execution (AI-assisted monitoring).** Using AI to help monitor if projects within the programme are adhering to common standards and methodologies.

12 **Capacity Planning for Future Initiatives.** Using AI to analyze trends and forecast future resource needs for upcoming phases of the programme or new strategic initiatives.

13 **Knowledge Management & Lessons Learned Across Projects.** AI can help collate and analyze lessons learned from completed projects to inform future programme activities.

14 **Financial Oversight & Budget Control at Programme Level.** Using AI to track overall programme budget, expenditures across projects, and forecast total programme costs.

15 **Leading Programme Teams in an AI-Augmented Environment.** Guiding project managers and teams who are themselves using AI tools for their individual projects.

§ 04 CAUSES 10 DRIVERS

What is pushing this change

01 **Increasing Scale & Complexity of Strategic Initiatives & Programmes.** Modern strategic programmes often involve numerous interconnected projects, complex stakeholder groups, and significant investment, requiring advanced tools to manage.

02 **Need for Integrated View of Risks & Dependencies Across Projects.** AI can analyze data from multiple projects to identify systemic risks and hidden dependencies that might not be obvious from individual project views.

03 **Demand for Data-Driven Strategic Decision Making by Executives.** Senior leaders require consolidated, data-backed insights on programme performance and strategic alignment; AI provides this.

04 **Advancements in AI for Portfolio & Programme Management Analytics.** Sophisticated AI algorithms can perform complex scenario modeling, risk aggregation, and benefits tracking for entire programmes.

05 **Pressure for Faster Realization of Business Benefits.** Organizations need to see returns on their strategic investments quickly; AI can help optimize programme execution for faster benefit delivery.

06 **Integration of AI into Enterprise Project Portfolio Management (PPM) Software.** Leading PPM software vendors are embedding AI for advanced analytics, risk management, and resource optimization at the portfolio and programme levels.

07 **Limited Resources & Need for Optimal Allocation Across Initiatives.** AI can help programme managers make more informed decisions about how to allocate scarce resources (budget, personnel) across competing project needs.

08 **Focus on Strategic Alignment & Governance of Multiple Projects.** AI assists in ensuring that the collection of projects within a programme remains aligned with strategic objectives and adheres to governance frameworks.

09 **Globalization & Coordination of Dispersed Project Teams.** AI tools can facilitate communication, data sharing, and progress tracking across project teams located in different regions.

10 **Desire for Proactive Issue Identification at the Programme Level.** AI can analyze trends across projects to identify potential issues early, allowing for proactive intervention by the programme manager.

§ 05 VARIATION 5 SECTORS

Impact by sector

The headline figure is an average. Where you work changes the picture.

Programme Managers for Digital Transformation Initiatives	Heavy use of AI to track adoption of new technologies, manage interdependencies between digital projects, and measure business impact.
Programme Managers for New Product Development (NPD) Portfolios	AI for analyzing market opportunities, managing R&D project pipelines, optimizing resource allocation across product lines, and forecasting launch success.
Programme Managers for Infrastructure Development (e.g., IT, Construction)	AI for managing complex schedules, resource dependencies, risk aggregation across large-scale construction or IT rollout projects.
Programme Managers for Regulatory Compliance or Change Programmes	AI for tracking progress against regulatory deadlines, ensuring consistency across compliance projects, and managing stakeholder communications.
Programme Managers in Public Sector / Government Initiatives	AI for managing budgets across multiple public projects, tracking benefits realization for citizens, and ensuring transparency and accountability in public spending.

§ 06 PREPARATION 8 SKILLS

Skills to build

The skills that keep the human part of this work valuable as the routine part is automated.

01 **Strategic Thinking & Benefits Management.** Defining programme vision, ensuring projects align with strategic objectives, and focusing on the delivery of intended business benefits.

02 **Stakeholder Management & Executive Communication.** Effectively engaging with and managing expectations of senior executives, sponsors, and diverse stakeholder groups across the programme.

03 **Programme Governance & Risk Management (Aggregated).** Establishing and overseeing programme governance frameworks, managing aggregated risks, and ensuring adherence to standards.

04 **Leadership & Cross-Functional Team Orchestration.** Leading and coordinating multiple project teams and functional groups towards common programme goals, often in a matrix environment.

05 **AI Literacy & Data Interpretation (Programme-Level Analytics).** Understanding how to use AI-powered PPM tools and interpret programme-level analytics to make informed strategic decisions.

06 **Financial Management & Resource Allocation (Programme Scale).** Managing large programme budgets, optimizing resource allocation across projects, and ensuring financial accountability.

07 **Change Management & Organizational Transformation.** Leading and facilitating the organizational changes required for successful programme adoption and benefits realization.

08 **Complex Problem-Solving & Decision Making.** Addressing complex issues that span multiple projects, making high-stakes decisions, and navigating ambiguity at the programme level.

§ 07 INSTRUMENTS 11 ENTRIES

Tools in use

KINDS OF TOOL WORTH KNOWING

01 **Enterprise Project Portfolio Management (PPM) Software with AI.** Systems that use AI for strategic alignment, resource optimization, scenario planning, risk aggregation, and benefits tracking across a portfolio of projects/programmes.

02 **AI-Powered Risk Management Platforms (Programme Level).** Software that uses AI to identify, assess, and predict risks at a programme level by analyzing data from multiple projects and external sources.

03 **Advanced Analytics & Business Intelligence (BI) Tools.** Platforms that can consolidate data from various project management and financial systems to provide AI-driven insights and dashboards for programme oversight.

04 **Collaboration & Communication Platforms (with AI features).** Tools that facilitate communication and document sharing across dispersed programme teams, with AI potentially assisting in summarizing discussions or tracking actions.

05 **Generative AI for Reporting & Stakeholder Communications.** LLMs used to help draft consolidated programme status reports, executive summaries, or stakeholder updates based on data from multiple projects.

06 **Financial Planning & Analysis (FP&A) Tools (for programme financials).** Software, often AI-enhanced, used for managing overall programme budgets, forecasting expenditures, and analyzing financial performance.

NAMED TOOLS ALREADY IN USE

Planview Enterprise One / Broadcom Clarity PPM / Microsoft Project for the Web (with Portfolio features)
Leading PPM solutions that are increasingly incorporating AI for strategic planning, resource optimization, and portfolio-level analytics.

ServiceNow Strategic Portfolio Management (SPM)
A platform that includes AI-driven capabilities for strategic planning, investment funding, and aligning execution with enterprise strategy.

Tableau / Microsoft Power BI (for consolidating and visualizing programme data)
BI tools used by programme managers to create custom dashboards and reports by connecting to various project data sources, with AI for automated insights.

Aura Cloud / Wrike (with advanced analytics for programmes)
Project and work management platforms that offer features for programme management, resource allocation, and analytics, some with AI enhancements.

ChatGPT / Claude (for drafting programme-level communications)
Generative AI used by programme managers to assist in drafting executive summaries, stakeholder updates, or synthesizing information from multiple project reports.

§ 08 EXAMPLES 5 EXAMPLES

In practice

Ways people in this role are already using AI, and what they get from it.

Use AI to Aggregate Risks Across Multiple Interdependent Projects

EXAMPLE 1

HOW Implement a PPM tool with AI that analyzes risk registers from all projects in your programme to identify common themes, aggregated risk exposure, and potential contagion effects.

GAIN Provides a holistic view of programme risk, enables more effective enterprise-level risk mitigation, and improves strategic decision-making.

Optimize Resource Allocation for a Strategic Programme with AI

EXAMPLE 2

HOW — Utilize AI features in your resource management software to analyze current and projected resource needs across all projects, suggesting reallocations to optimize for strategic programme priorities.

GAIN — Ensures critical projects are adequately resourced, minimizes resource conflicts, and maximizes the overall productivity of programme teams.

Generate an AI-Powered Executive Dashboard for Programme Status

EXAMPLE 3

HOW — Connect your PPM and project financial systems to an AI-driven BI tool to create a real-time dashboard for senior executives, summarizing overall programme health, budget, schedule, and key risks.

GAIN — Offers senior leadership clear, concise, and up-to-date visibility into programme performance, facilitating timely interventions and informed governance.

Employ AI for Early Warning on Projects Deviating from Programme Goals

EXAMPLE 4

HOW — Configure AI alerts in your programme management system to flag individual projects that are falling significantly behind schedule, over budget, or out of alignment with strategic objectives.

GAIN — Allows for earlier identification of problem projects, enabling proactive support or corrective action to keep the overall programme on track.

Model Different Strategic Scenarios for a Programme using AI

EXAMPLE 5

HOW — Use AI-powered scenario modeling tools to assess the potential impact of different strategic decisions (e.g., adding a new project, changing scope, reducing budget) on overall programme outcomes and benefits.

GAIN — Supports more robust strategic planning by quantifying the potential consequences of different choices, leading to better-informed programme direction.

§ 09 CONTEXT

How this role compares

Three neighbouring roles chosen to show the direction of travel.

Project Administrators / PMO Support (Routine data collection & report compilation)

MORE EXPOSED

AI IMPACT — High (AI can automate the collection of status updates from project tools, consolidate data into standard reports, and track basic metrics)

WORK MOVES TO — Role shifting to managing AI reporting tools, ensuring data quality for programme analytics, complex coordination tasks, or more strategic PMO functions.

Data Scientists / AI Specialists for PPM Analytics DIFFERENT SKILLS, GROWING	AI IMPACT	Foundational (They design and build the AI models and analytical engines within PPM tools that Programme Managers use for insights and forecasting)
	WORK MOVES TO	Deep expertise in AI/ML, statistics, data engineering, portfolio theory, and understanding of project/programme management data.
Executive Sponsors / Steering Committee Members COMPLEMENTARY, LESS EXPOSED	AI IMPACT	High Strategic Dependence (They are key consumers of AI-driven programme reports and insights provided by the Programme Manager to make strategic go/no-go decisions and provide oversight)
	WORK MOVES TO	Ultimate accountability for strategic initiative success, providing strategic direction, securing funding, removing organizational roadblocks, and high-level governance.

§ 10 VERDICT

Closing judgement

> For Programme Managers, AI is a critical enabler for navigating the complexity of large-scale strategic initiatives. It provides unprecedented capabilities for cross-project analysis, risk aggregation, and benefits tracking, empowering them to lead with greater foresight, ensure strategic alignment, and maximize the value delivered by their programmes.

§ 11 BASIS REVISED 5 OCTOBER 2026

Evidence and revisions

What the exposure figure rests on, what changed when it was last revised, and the published work cited for this role.

SCORE

45 to 43

WINDOW

3-7 years (unchanged)

The 5 October 2026 review moved the score down by 2 points.

Exposure Index v2. Inputs: task applicability 29/100 (Microsoft AI applicability score 0.15 for Project management specialists; General and operations managers); observed usage 18/100 (Anthropic observed exposure 0.14); official exposure tier 85/100 (BLS: very high / high); labour-market trajectory 36/100 (BLS projects employment to grow 5.8% over 2025–35); published adoption rating 55/100 (medium-high adoption). Weighted base 42.7. Final score 43. The previous figure of 45 was lowered by 2 points, a small change that comes from moving off scores rounded to the nearest five. The change window is unchanged.

HOW THE FIGURE IS BUILT (EXPOSURE INDEX V2)

Task applicability — Microsoft Research, AI applicability score	29 × 35%	10.2
Observed usage — Anthropic Economic Index, observed exposure	18 × 20%	3.7
Official exposure tier — US BLS AI-exposure category	85 × 20%	17.0
Labour-market trajectory — US BLS projected employment change 2025–35	36 × 10%	3.6
Published adoption rating — This report's adoption level	55 × 15%	8.3
Weighted base		42.7
Exposure score		43

MEASURES BEHIND THE SCORE

US Bureau of Labor Statistics · *Employment Projections 2025–35 and AI Exposure Categories* (27 August 2026)

AI-exposure tier: High / Very high. Projected employment change 2025–35: +5.8%. Matched to General and operations managers; Project management specialists.

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Microsoft Research · *Working with AI: Measuring the Applicability of Generative AI to Occupations* (10 July 2025)

AI applicability score 0.15 (percentile 52 of 785 occupations) for SOC 13-1082, 11-1021.

PUBLISHER PDF ARCHIVED COPY

Anthropic · *Anthropic Economic Index report: Cadences* (26 June 2026)

Observed exposure 0.14 for SOC 13-1082, 11-1021 (percentile 80 of 756 occupations).

PUBLISHER PDF

UK Department for Science, Innovation and Technology · *Assessment of AI capabilities and the impact on the UK labour market* (28 January 2026)

UK context: around 70% of UK workers are in occupations with tasks AI could perform or enhance, above the US average; a one-standard-deviation rise in exposure was associated with a 3.9% fall in UK job postings.

PUBLISHER ARCHIVED COPY

ALSO CITED FOR THIS ROLE

Microsoft · *2026 Work Trend Index Annual Report: Agents, human agency and the opportunity for every organization* (5 May 2026)

Microsoft's 2026 Work Trend Index documents the shift toward managing agents alongside people; leadership roles change in content more than in headcount.

PUBLISHER PDF

PwC · *2026 Global AI Jobs Barometer* (May 2026)

PwC finds AI-exposed sectors recording 34% productivity growth since 2018 against 24% for the least exposed; managerial roles capture the gains where they redesign work.

PUBLISHER PDF

Archived copies are served only where the licence permits; otherwise the link goes to the publisher. Full research library: https://www.careerguard.ai/sources

§ 12 APPENDIX

Method and sources

Each report was written from a large body of published research. The exposure score itself is computed, not written: it is the CareerGuard Exposure Index, a weighted average of occupation-level measures from the US Bureau of Labor Statistics (AI-exposure classification and 2025–35 projections), Microsoft Research (AI applicability scores) and Anthropic (observed exposure), together with the adoption rating published on the report. The organisations and publications below are the standing literature behind the narrative sections. Every source, with dates, licences and archived copies where we are permitted to hold them, is catalogued in the research library.

Exposure Index v2 (October 2026). Each input is scaled to 0–100 and weighted: task applicability 35% (Microsoft AI applicability score ÷ 0.5), observed usage 20% (Anthropic observed exposure ÷ 0.75), official exposure tier 20% (BLS very high = 100, high = 70, moderate = 40, low = 10), labour-market trajectory 10% (50 2.5 × projected % employment change), published adoption rating 15% (very high = 85, high = 70, medium-high = 55, medium = 40, low-medium = 25, low = 10). Inputs not measured for an occupation are dropped and the remaining weights renormalised. An editorial adjustment of at most ±12 points is allowed only for automation channels the measures cannot see (robotics, self-service, machine vision, medical imaging, RPA/OCR, generative video) and is always logged with its reason. Scores are whole numbers, not rounded to five. The change window shifts one notch (a year at each end) per ten points of movement.

I GLOBAL AND MACROECONOMIC IMPACT OF AI ON WORK

World Economic Forum

The Future of Jobs Report series — Employer survey of expected job growth and decline, skill shifts and technology adoption (2020, 2023 and 2025 editions); Artificial Intelligence and the Future of Entry-Level Work (2026).
AI governance and transformation reports — Frameworks on ethical AI, talent strategy and industry transformation.

McKinsey Global Institute

AI, Automation and the Future of Work series — Research quantifying automation potential by task, sector and demographic, from "Jobs Lost, Jobs Gained" to "Agents, robots, and us" (2025).
Industry-specific reports — Financial services, healthcare, manufacturing and others.

PwC

Global AI Jobs Barometer — Annual analysis of job postings and productivity by AI exposure (2024–2026 editions).
Upskilling Hopes and Fears survey — Employee perceptions and readiness.

Microsoft Research and Anthropic

Working with AI (2025); Anthropic Economic Index (2025–2026) — Occupation-level usage data from Copilot and Claude conversations, the two observed-usage measures behind the 2026 revision.

Stanford Digital Economy Lab and Stanford HAI

Canaries in the Coal Mine? (2025–2026); AI Index Report (annual) — Payroll evidence on early-career employment in exposed occupations; annual measurement of AI capability, investment and adoption.

Deloitte

Human Capital Trends series — Workforce, talent and HR technology trends.
Tech Trends series — Emerging technologies and their business implications.

Accenture

Technology Vision series — Forward-looking analysis of emerging technology, with emphasis on AI.
Fjord Trends — Design, innovation and human experience in a digital world.

Boston Consulting Group
AI/ML insights and industry solutions — "The AI Revolution in the Workplace" and related research.

EY
AI and workforce reports — Adoption, talent strategy and ethics.

IBM Institute for Business Value
AI and automation studies — Business models, workforce evolution and leadership.

OECD
AI Policy Observatory — International data and policy on AI, labour markets and skills.
Employment Outlook — Labour-market trends including technological impact (2023–2026 editions).

International Labour Organization
Generative AI and Jobs: A Refined Global Index of Occupational Exposure (2025) — Task-level exposure gradients for every ISCO occupation; successor to the 2023 global index.

International Monetary Fund
Staff Discussion Notes on AI and work (2024, 2026) — Complementarity framing: where AI augments and where it substitutes.

UK Department for Science, Innovation and Technology
Assessment of AI capabilities and the impact on the UK labour market (2026) — UK occupational exposure and job-posting evidence.

Brookings Institution
AI and automation research — Economic and social implications, displacement and skills.

Yale Budget Lab and Goldman Sachs Research
Tracking the Impact of AI on the Labor Market; AI and the US labour market (2026) — Aggregate labour-market monitoring; macro displacement estimates.

Oxford University (Oxford Martin School)
The Future of Employment — Frey & Osborne and subsequent research on susceptibility to automation.

MIT Technology Review
AI & Work — Reporting on AI research and its implications for industries and jobs.

Gartner
Hype Cycle for Artificial Intelligence — Maturity and adoption of AI technologies.
Future of Work reports — Workplace models and talent strategy.

U.S. Bureau of Labor Statistics
Employment Projections 2025–35; AI Exposure Categories; Occupational Outlook Handbook — Ten-year employment projections and, from the 2025 cycle, an AI-exposure tier for every detailed occupation.

Indeed Hiring Lab
AI at Work Report (2025) and posting-market updates — Skill-level transformation estimates and job-posting trends by occupation.

II CORE AI AND MACHINE-LEARNING RESEARCH

OpenAI
Research papers, blog and API documentation — Large language models, generative AI, safety and societal impact.

Google DeepMind
Research papers and blog — Reinforcement learning, AI for science, AGI and ethics.

Meta AI
Research papers and blog — Large language models, computer vision, AI for social good.

Hugging Face
Transformers library and model hub — Open-source state-of-the-art NLP models.

TensorFlow and PyTorch
Documentation and community forums — Core frameworks illustrating practical capability.

arXiv
cs.AI, cs.LG, cs.CV, cs.CL — Pre-print research.

NeurIPS and ICML
Conference proceedings — Top-tier academic research.

ACM and IEEE
Journals and proceedings — ACM Computing Surveys; IEEE Transactions on AI.

Kaggle
Datasets and competition solutions — Applied machine learning on real-world problems.

The Alan Turing Institute
Research and reports — Responsible and applied AI.

III ETHICAL AND RESPONSIBLE AI DEPLOYMENT

NIST
AI Risk Management Framework — Voluntary framework for managing AI risk.

European Commission
AI Act — Risk-tiered legal framework for AI.
Ethics Guidelines for Trustworthy AI — Principles for responsible development.

Partnership on AI
Research and best practice — Responsible AI development.

AI Now Institute
Annual reports — Social implications: power, inequality, rights.

ACM FAccT
Proceedings — Fairness, accountability and transparency.

Data & Society
Publications — Social implications of data-centric technology.

WIPO
Conversation on IP and AI — Intellectual-property implications of AI.

IEEE Global Initiative on Ethics of A/IS
Ethically Aligned Design — Recommendations for ethical AI design.

Center for AI and Digital Policy
Policy briefs — Accountable AI policy.