



Project
Management
Institute.
Northern Nevada

enDASH
CONSULTING

AI Governance for Project Management Professionals

Getting Started,
From Principles to Practice

Meet Your Speakers

Steve Daniel

- Co-Founder, En Dash
- Product Engineering and Delivery
- AI Strategy and Governance Lead Consultant

John Halberstadt

- Head of Consulting Ops, En Dash
- Enterprise AI, Product and Agility Consultant
- Strategic Project/Program/Portfolio Management (PMO, APMO, VMO)



Holistic, Ethical, Responsible AI



Governance

The “How”

Building the practical **guardrails, policies,** and **review** processes to manage AI risk.



Ethics

The “Why”

Defining your organization’s **ethical principles** for AI, focusing on fairness, transparency, and impact.



Leadership

The “Who”

Establishing **clear accountability** and fostering a **culture of responsibility.**



Why Should You Care?

NEWS MONEY CHICAGO

Syndicated content in Sun-Times special section incl AI-generated misinformation

A Chicago freelance journalist said he did not fact-check for media clients.

By Dan Mihalopoulos | WBEZ | Updated May 20, 2025, 10:17pm EST

Taco Bell rethinks AI drive-through after man orders 18,000 waters

By Shiona McCallum

Airbnb guest says images were altered in false £12,000 damage claim

Woman wins apology and refund of almost £4,300 after claiming host's photos were digitally manipulated

Cops Forced to Explain Why AI Generated Police Report Claimed Officer Transformed Into Frog

"That's when we learned the importance of correcting these AI-generated reports."



By Victor Tangermann / Published Jan 2, 2026 10:22 AM EST

DoNotPay 'robot lawyer' fined \$193K by the FTC for not being a lawyer

Overruled,



Anna Washenik
Contributing Reporter

Wash, September 25, 2024 at 6:32 PM EDT

What Air Canada Lost In 'Remarkable' Lying AI Chatbot Case

By Maria Garcia, Senior Contributor, D Offering an insider's view of the business...

Published Feb 16, 2024, 00:03am EST

'We definitely messed up': why did Google AI tool make offensive historical images?

Experts say Gemini was not thoroughly tested, after image generator depicted variety of historical figures as people of colour



Illustrations of a 1943 German soldier. Photograph: Gemini AI/Google

TECHNOLOGY

Elon Musk's Grok Chatbot Publishes Series of Antisemitic Posts

Several of the responses were deleted, and xAI says it has taken action to ban hate speech before the chatbot posts on the platform

By Alexander Sennett (Follow)

July 8, 2025 9:33 pm ET

Share AA Resize

Listen (2 min)



Grok suffered 'an unauthorized modification,' xAI said. PHOTO: GABBY JONES/ILLUSTRATION BY NEWS



ALL ABOUT LAWYER

LAWSUITS

Workday AI Bias Lawsuit, Why Millions Were Rejected by Algorithms and the 2026 "Opt-In" Payout Deadline

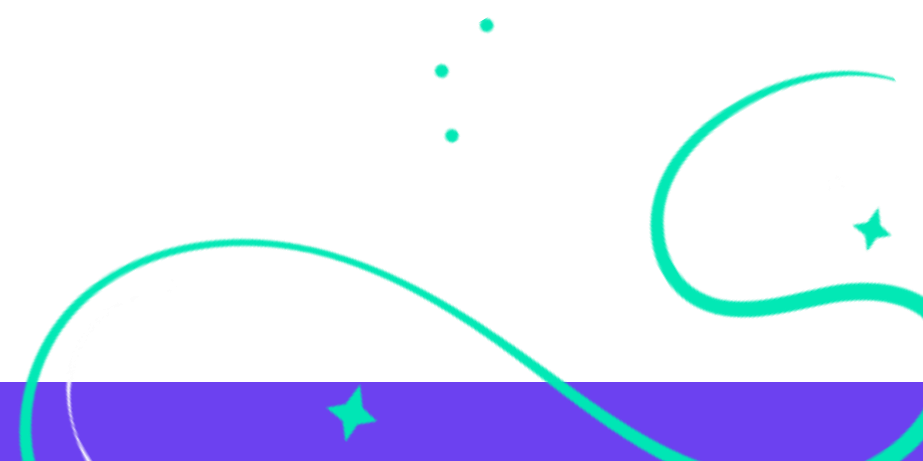
By All About Lawyer • January 30, 2026 • Reading Time: 5 minutes

If you have applied for a job since 2020 and felt your resume was "vacuumed up" by an algorithm before a human ever saw it, your experience is at the heart of a massive legal battle. As of **January 30, 2026**, a nationwide collective action lawsuit against **Workday, Inc.** is moving forward in a California federal court. The case, *Mabley v. Workday, Inc.* (Case No. 4:23-cv-00770), alleges that Workday's artificial intelligence (AI) screening tools systematically discriminate against job seekers based on **age, race, and disability**.



The PM's Job Doesn't Change

AI doesn't create a new profession. It creates new risk categories inside the one you already have.



AI Can Show Up in Three Places for PMs

1: AI **You** Use

- Your tools, your work product, your accountability
- Status reports, meeting summaries, risk registers, plans, stakeholder communications
- PM Role: you own every deliverable. Validation is non-negotiable.

2: AI Your **Team** Uses

- Delivery tools and artifacts, whether you sanctioned them or not
- Code generation, design, testing, data analysis, deployment automation
- PM Role: ensure disclosure, review, and risk register coverage

3: AI in the **Product** Being Built

- Embedded in what you're delivering, not just how you're delivering it
- ML models, AI-based decisions, generative features, AI-enabled automation
- PM Role: govern testing strategy, monitoring, and stakeholder transparency

Domain 1: AI You Use: Three Risks to Own

Your tools. Your work product. Your accountability.

Common PM Use Cases

- Meeting Transcription And Summary
- Status Report Drafts
- Risk Register Analysis
- Project Plan Support
- Stakeholder Communications

Accuracy

- AI generates plausible-sounding content, not verified content
- Confident and wrong is a known characteristic of these systems, not an edge case
- Errors look like finished documents. That's the problem.

Data Exposure

- PMs handle sensitive project data: budgets, contracts, personnel, strategy
- Entering this into a public AI tool without understanding data retention is a governance failure

Over-Reliance

- When AI output becomes the default, review gets lighter
- Errors compound. An incorrect assumption gets embedded in a plan and forwarded to a steering committee.

Governance Rule: Every AI Output Is A Draft.
The Name On The Deliverable Owns The Deliverable.
The Tool Doesn't.

Domain 2: *AI Your Team Uses: Three Risks to Track*

Common team use cases

- AI code generation
- AI-assisted design and UX
- Automated test generation
- Data analysis tools with embedded AI
- Deployment automation



1. Quality

- AI-generated code can introduce defects, vulnerabilities, and maintainability problems that look fine on first pass
- The PM doesn't review the code but must ensure qualified review exists and is expected



2. IP Risk

- AI-generated work may incorporate training data material that's difficult to trace
- Creates legal exposure, especially on projects with strict IP requirements or in regulated industries
- It belongs on the risk register



3. Security

- AI automation tools can execute actions and modify infrastructure
- An unreviewed automated action can create real operational disruption
- These are risk events, not just delivery problems



Testing

- Traditional testing assumes deterministic behavior: same input, same output
- AI is probabilistic. Outputs vary, edge cases multiply, behavior evolves over time.
- Your testing strategy must reflect this. Conventional approaches are insufficient.

Accuracy and Drift

- AI models can degrade as the data environment shifts over time
- A system that performs well at launch may behave differently six months later
- Model drift belongs on the risk register and in handoff documentation

Bias

- Training data carries historical biases
- An AI system used for decisions can produce unfair outcomes even when no one intended that
- The PM must ensure this is surfaced and governed, not left to technical staff alone

Accountability

- When an AI system contributes to a consequential decision, responsibility must remain with a human
- Define who is accountable for AI-assisted decisions before go-live, not after something goes wrong

Domain 3: AI in the Product

**Where Traditional
PM Assumptions
Break Down**

PM Responsibilities for Domain 3

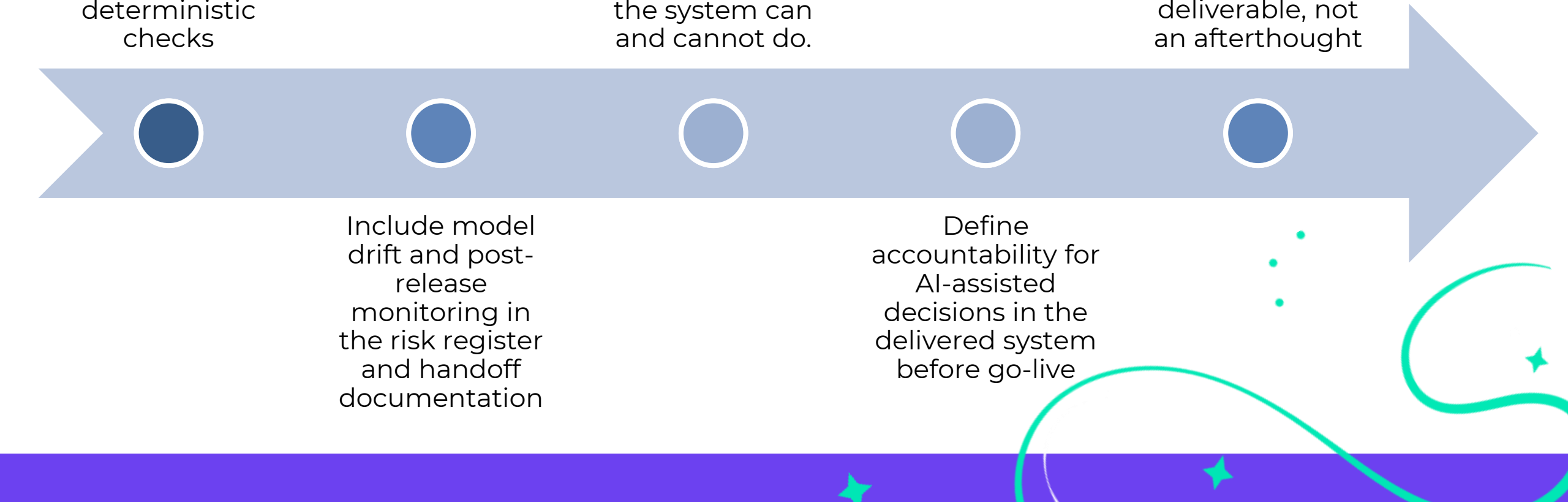
Ensure testing strategies address probabilistic behavior, not just pass/fail deterministic checks

Ensure stakeholders understand what the system can and cannot do.

Make post-deployment monitoring a planned deliverable, not an afterthought

Include model drift and post-release monitoring in the risk register and handoff documentation

Define accountability for AI-assisted decisions in the delivered system before go-live



Four Questions Every PM Should Be Able to Answer

Where is AI being used in our delivery process?

- Have you actually asked?
- Recently?
- Did it make sense, and remove any concerns?

What review mechanisms exist for AI-generated artifacts?

- Assumptions don't count.
- How is the process explicitly defined?
- How do you ensure it's assigned to someone qualified?

Is team AI use documented anywhere?

- Does it belong on the risk register?
- How should the risk(s) be assessed?
- Is the risk discussed, understood and aligned?

Does leadership know the scope of AI use on this project?

- If the answer is I don't know, that's your answer.
- Leadership, technical and functional, should be aware of the use and areas of potential risk.

These are not gotcha questions.
They are basic project hygiene in 2026.



Project
Management
Institute.
Northern Nevada

90-Day Governance Strategy

Three Core Pillars
Three 30-Day Phases

enDASH
CONSULTING

Overview

W

The Three Pillars of AI Governance

The governance framework rests on three practical pillars.



1. Business Alignment (Product)

- Focus AI use on solving real operational problems
- Connect AI activity to measurable business outcomes



2. Data and Tool Discipline (Engineering / Craft)

- Establish clear boundaries around data usage
- Select tools that support transparency and control



3. Risk, Ethics and Adoption (Quality)

- Ensure responsible use through accountability and review
- Encourage adoption through clear expectations and oversight



90-Day Governance Strategy Overview

- Make current AI use visible across the organization
- Clarify where AI influences decisions and outcomes
- Assign ownership for AI-influenced work
- Align early AI use to real business priorities

Phase 1: Explore & Align



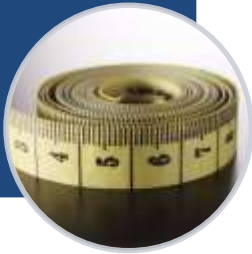
- Select priority AI use cases to move forward
- Define success measures and guardrails
- Design workflows, review points, and acceptable use
- Build a lightweight, testable prototype

Phase 2: Design & Prototype



- Run a controlled pilot with real users
- Monitor outcomes, quality, and risk
- Capture lessons from real-world use
- Decide whether to scale, refine, or stop

Phase 3: Pilot & Evaluate



From Principles to Practice in 90 Days

Phase 1, Days 0-30:
Explore and Align

- *Done:*
 - *Named owner*
 - *Approved use case list*
 - *First-pass AUP*
 - *Red-flag data zones documented*

Phase 2, Days 31-60:
Design and Prototype

- *Done:*
 - *working prototype with governance built in:*
 - *Logging, reviewer routing, stop-rules*
 - *Success / outcome metrics defined*
 - *Initial guardrails for other AI in place*

Phase 3, Days 61-90:
Pilot and Evaluate

- *Done:*
 - *Evidence-based decision to expand, refine, or stop.*
 - *Real-world updated policies.*
 - *Governance sessions' cadence set.*

1. **Your** Tools?

2. Your **Team's** Tools?

3. The **Product** Itself?

Conflating them
creates blind spots

Governance that is
too complex to use
is not governance

Start with visibility
and ownership.
Build from there.

One use case
charter. One honest
team conversation.
That's where it
starts.



Four Things You Can Do Before End of Week

Start with visibility

- Ask your team this week: where are you using AI?
- Frame it as a planning conversation, not an audit
- You cannot govern what you cannot see

Add AI risk to your register

- At minimum: accuracy risk, data exposure risk, model behavior risk if delivering an AI-enabled product
- It's a real risk. Treat it like one.
- You don't need a policy manual to start. You need one charter and one honest conversation with your team.

Name one owner

- On every project, one person owns AI governance decisions
- In a small team, that's probably you. Make it explicit.
- Create one use case charter
- One page: task, who's authorized, what data can be used, what review is required, who can stop it
- This is the unit of governance, not a policy manual

Four Things Worth Remembering

1. Your risk management discipline is the right foundation
2. AI doesn't require a new professional identity
3. It requires applying what you already know to new risk categories
4. AI shows up in three places, and each demands a different governance response

Open Discussion

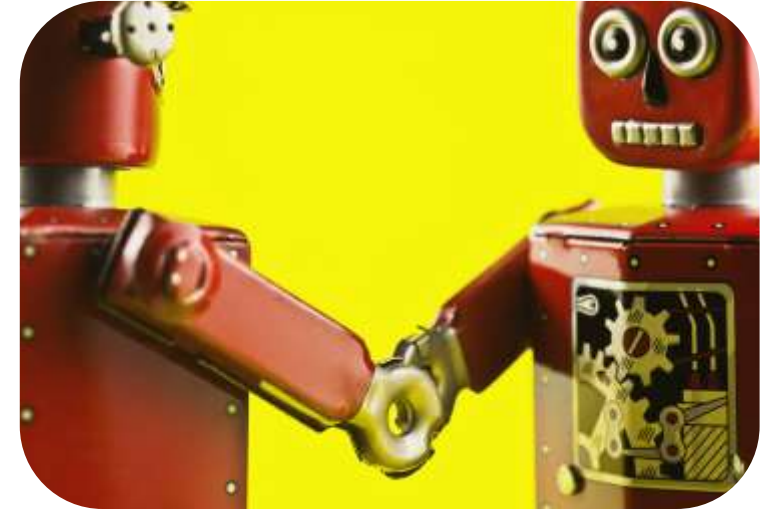


Where on your **current project** would you most place AI **risk**:

- Domain 1: Business Alignment
- Domain 2: Data & Tool Discipline
- Domain 3: Risk, Ethics, & Adoption



What would it take to create your first use case **charter this week**?



For those delivering AI-enabled systems: do you have a **testing strategy that accounts for probabilistic behavior**?

In Your PMI PDD SwagBag: **Getting Started with AI Governance**



John
Halberstadt
and Steve
Daniel, En
Dash
Imprints, 2026
ISBN
97982470889
50,
endash.com

Amazon:
[https://n-
url.us/ukyp4m](https://n-url.us/ukyp4m)



If You'd Like Help on Your Journey, We're Here

Strategic Guidance and Planning

Set a strong foundation with clarity and alignment.

Advising on AI Strategy

Help you identify practical opportunities, assess risk tolerance, and plan phased rollouts.

Governance and Policy Design

Co-create documentation around ethical use, client consent, oversight, and internal accountability.

Tool Selection Support

Provide guidance in tool selection to ensure alignment with existing workflows and systems — no tech for tech's sake.

Hands-on Enablement and Education

Bring your plans to life with learning and collaboration.

Interactive Workshops

Facilitate sessions on AI myths, legal implications, pilot design, and real-world implementation.

Role-based Training

Create custom learning paths for attorneys, ops leads, and support staff to ensure everyone is ready.

Ongoing Education Series

Expand today's content into deeper learning — from technical basics to client advisory skills.





Project
Management
Institute.
Northern Nevada

THANK YOU!