

The Inevitable Shift:

AI, Project Management, and the End of Low-Intellect Work

presented by: Gene Grendel

of



<https://www.keystepstosuccess.com/>

to



Hackensack
Meridian *Health*

About Me



Gene Gendel is an organizational design consultant, adaptive & lean coach and trainer, and independent adviser to senior leadership. Gene is a widely recognized, world-class trainer/instructor, and is mainly focused on organizational design and product centricity, the experience for which he has gained, over the decades of deeply embedded coaching and consulting. Gene's [clients](#) represent a wide industry spectrum. Almost 15 of 20+ years of his professional experience Gene has dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and becoming a better place for people to work in. Gene engages at *all* organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning of other people and to ensure that his followers gain autonomy after Gene “coaches himself out of the job”. Over the last decade, Gene’s big focus has been on large financial institutions and consulting companies that struggle with moving away, from traditional budgets and portfolio/program/project work decomposition, towards more adaptive/flexible budgeting and better clearly products (product-centric, customer-focused development).



Gene is the co-founder of **KSTS Consulting**, *the only company in the United States that has the credential of a [Certified LeSS Coaching Company](#)*. Gene’s, highly in-demand LeSS [classes](#), both private and public, are based on advanced system modelling and rich exosystemic perspective that includes intra-organizational dynamics and market realities.



About My Small “Me” Company



Your choice of partnership matters

One Stop-Shop For:

- ❖ Organizational and team structure and dynamics
- ❖ Executive coaching and consulting
- ❖ Individual, single team and multi-team coaching
- ❖ Upskilling Scrum Masters and Product Owners
- ❖ HR advisory: building talent and defining careers
- ❖ Training: Agile, Kanban, Scrum, Large Scale Scrum
- ❖ Workshops: product discovery & business agility
- ❖ “SAFe Recovery” Program (gradual improvements)
- ❖ Complimentary lunch & learn sessions



www.keystepstosuccess.com

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My Relationship To LeSS



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Up next: Real Life Examples & Anecdotes from Lean Agile Software Development Coach, 20 February, Online • 2026 Global LeSS Conference Tokyo, 8-9 October

Courses: Certified LeSS Practitioner: Principles to Practices, 17-19 March, New York City, United States • Certified LeSS Practitioner: Principles to Practices, 18-20 March, Berlin, Germany

Personal Profile



Gene Gendel

Organizational Design Consultant, Coach & Trainer



New York, New York, United States

Coaching Company: KSTS Consulting

Web Site: <http://www.keystepstosuccess.com/>

Courses by Gene Gendel



Gene Gendel is Agile Coach, Trainer and Organizational Design Agent and one of very few (around 100) Scrum Alliance Certified Agile (Enterprise & Team) Coaches (CAC: CEC/CTC) - the only one who resides in NY State today.

Gene is one of a few dozen of Certified LeSS Trainers and only one of the few that reside in the USA.

Gene's focus is on helping organizations and teams with improving system design and organizational structure and overall efficiency. Gene engages at all organizational levels: senior leadership, mid-level management, teams and individuals. To be effective as a coach, Gene uses various coaching tools and techniques, based on circumstances, while also leveraging elements of training and mentoring, to supplement his coaching.

Gene has successfully served small, mid-size and large companies. He has traveled to various parts of the world, while delivering agile training and coaching for his clients and employers.

Gene is an active member of local agile community (NYC), where he is known as a big proponent of community-wide, cost effective agile education. He delivers such education "to crowds" via personal presentations, organizing open-space agile collaboration workshops and retreats, group meetings and other community activities. Gene strongly emphasizes the importance and abide to 'ethics of agile coaching'.

He strongly supports Scrum Alliance (SA) in its efforts of "transforming the world of work". He is an active member of SA working group of coaches and trainers that has been involved in improving SA certification programs, by aligning them with actual concepts of agile performance. [Team Level Coaching Certification \(CTC\)](#) (Gene is one of...

<https://less.works/profiles/gene-gendel>

My Current Training Offerings

04/25-04/26

REGISTER FOR EVENT
on EventBrite

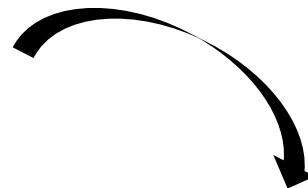
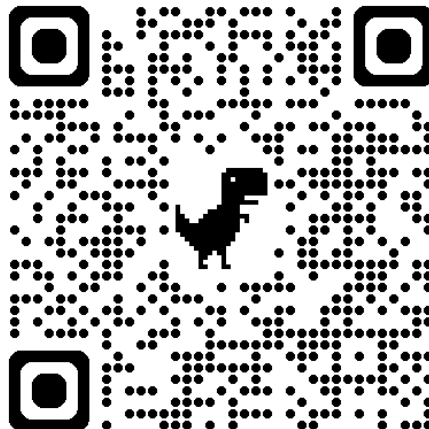
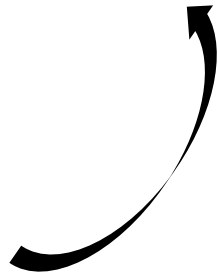
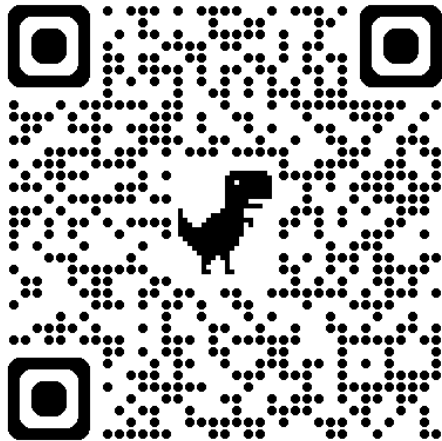
What Is SSCC?



Simple Scrum Course Correction (SSCC) is not just another certification course designed to award a badge or add letters after a name. Instead, it is a *deliberate recalibration of how Scrum is understood and taught, as a 1-day, highly interactive, small group, training session.* Exiting this course, you shall get 'Validation of Attendance', backed by a good name and reputation of

the trainer (and his company name), who delivers this course.

<https://www.keystepstosuccess.com/sscc/>



LeSS Adoptions| Training On-Demand | Self-Study | Educational Partnership | LeSS Mentoring

Upcoming LeSS Training

This course is an introduction to product-centric organizational design, business agility and resilience, in the fast-paced and constantly-changing world of GenAI. Learning Large Scale Scrum (LeSS) organizational system gives a strong competitive advantage to individuals, in today's highly marketplace.



04/25-04/26: Certified LeSS Basics

REGISTER FOR EVENT
on EventBrite

Note: These classes are deeply discounted to make it **LATAM** – friendly. Please, reach out directly, if you have any questions.

Mentoring Towards Certified LeSS Coach (CLC) Credential

1. Do you wish to spearhead a meaningful LeSS adoption at your organization?
2. Are you interested in becoming a Certified LeSS Coach (CLC 1 and CLC 2), along the way?
3. Interested in achieving the above two goals with personal LeSS Coach mentorship?

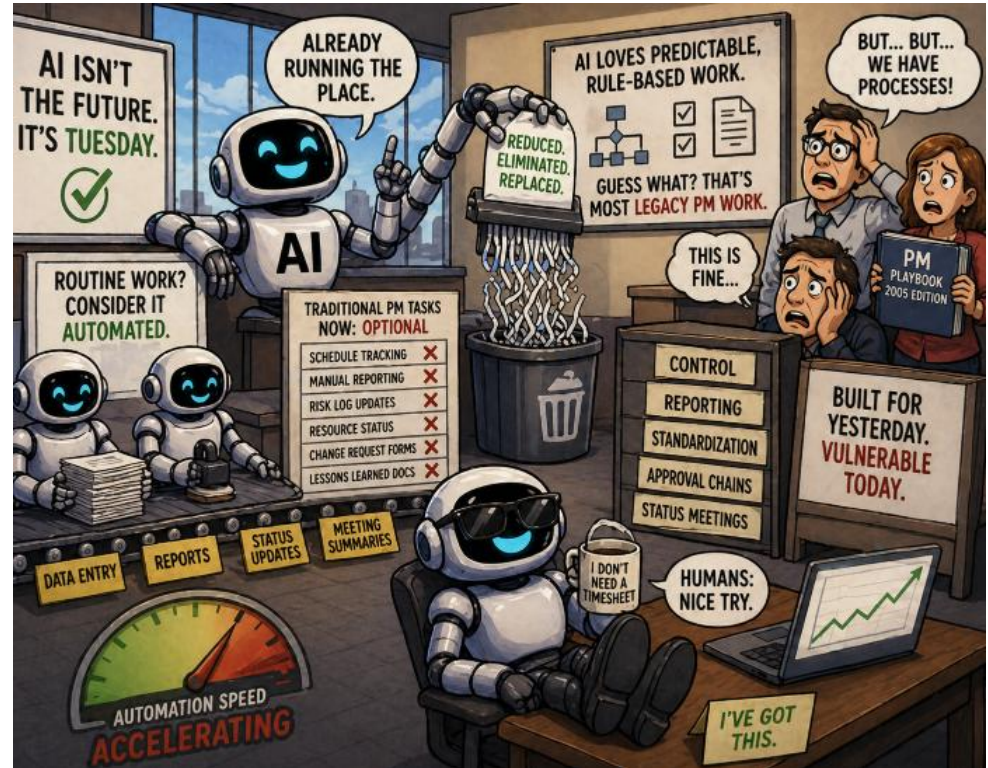
Get Mentored To Become:



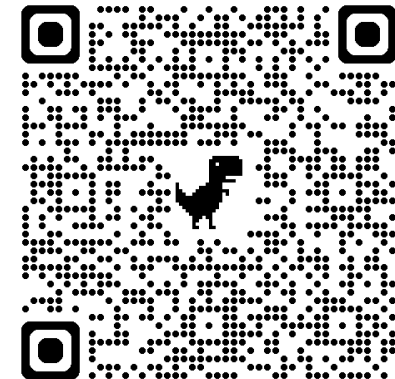
Read about the program

<https://www.keystepstosuccess.com/large-scale-scrum-training/>

A New Reality: AI Is Not Coming—It Is Already Here



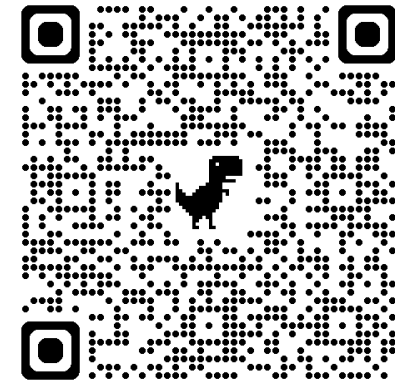
- ❑ Embedded AI in daily operations
- ❑ Rapid automation of routine work
- ❑ Decline of traditional PM tasks
- ❑ Predictability enables automation
- ❑ Control-driven systems at risk



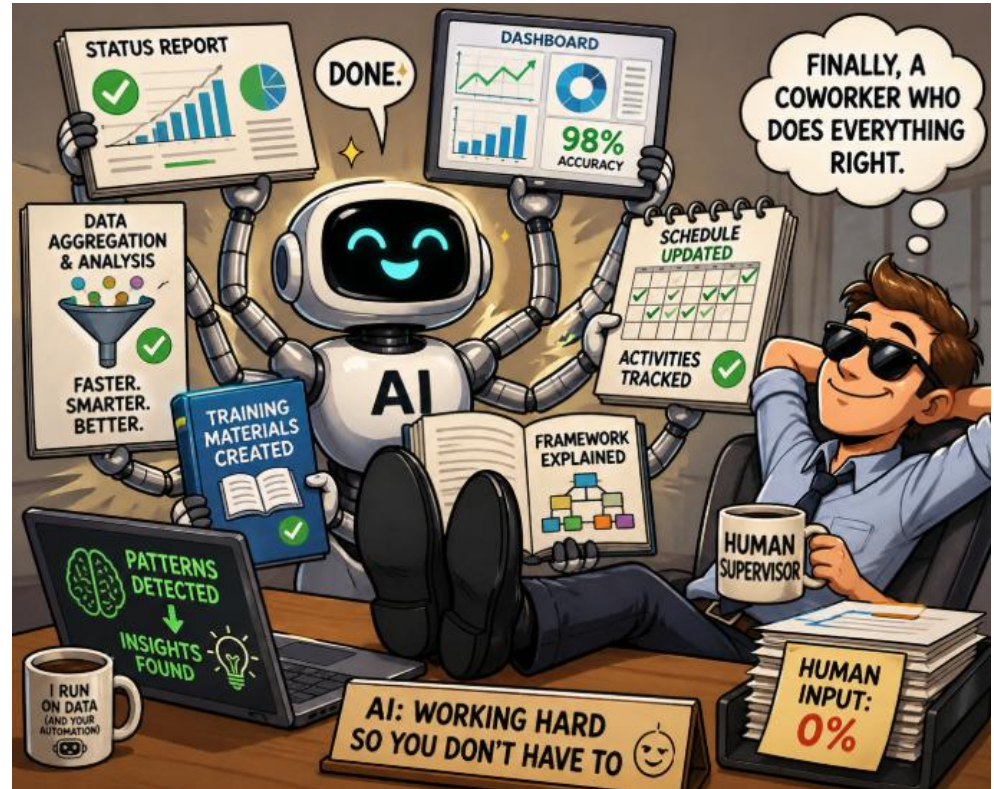
The Illusion of Value: Traditional PMO As A Machine Of Waste



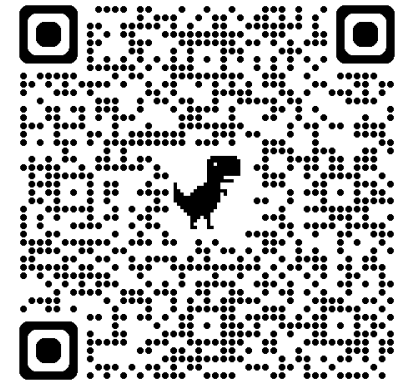
- Excessive governance layers
- Overproduction of documentation
- Slower delivery cycles
- Fragmented accountability
- Bureaucracy feeds AI replacement



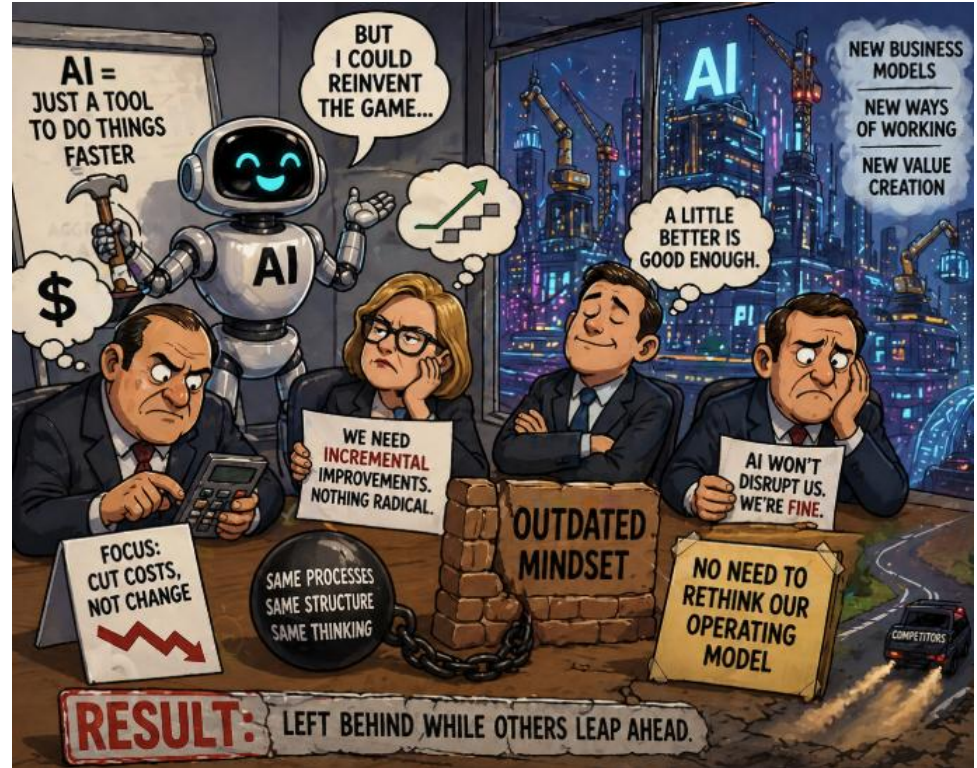
What AI Is Already Taking Over



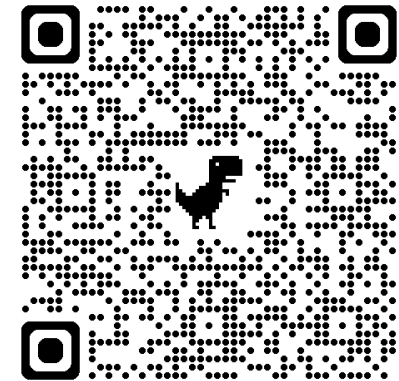
- Automated status reporting
- Data aggregation and analysis
- Scheduling and tracking
- Training content generation
- Pattern detection in data



The Misconception: AI Only As An Efficiency Tool



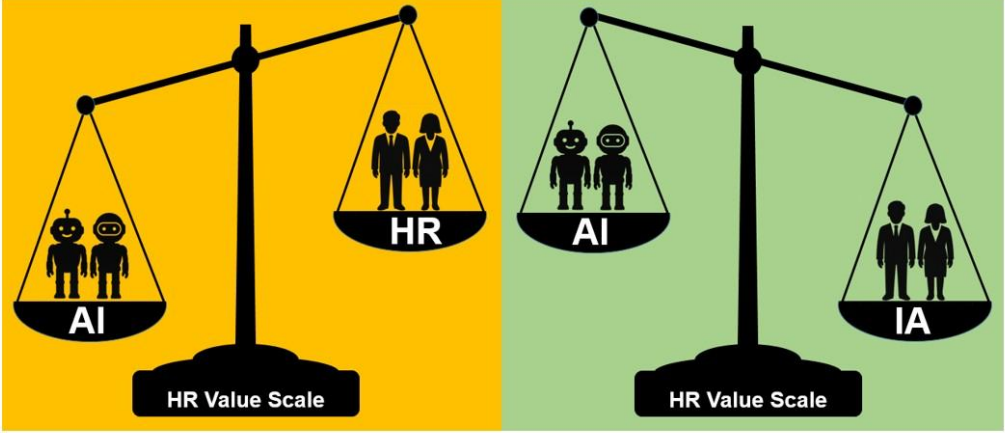
- AI seen as productivity booster
- Focus on cost reduction
- Incremental improvement mindset
- Underestimation of disruption
- Ignoring systemic change



Intellectual Assets vs. Human Resources

Guidance For HR

If IA = HR Then IA < AI Else If IA > AI End If




HR Value Scale

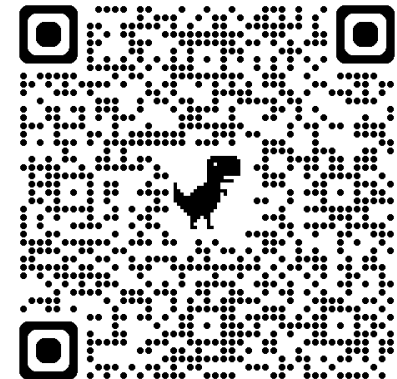
IA Value Scale

People are not human resources (HR). People are intellectual assets (IA). If an organization sees it this way, then people will be always valued higher than artificial intelligence (AI). Otherwise, people will, eventually, depreciate in value and bots will take over.

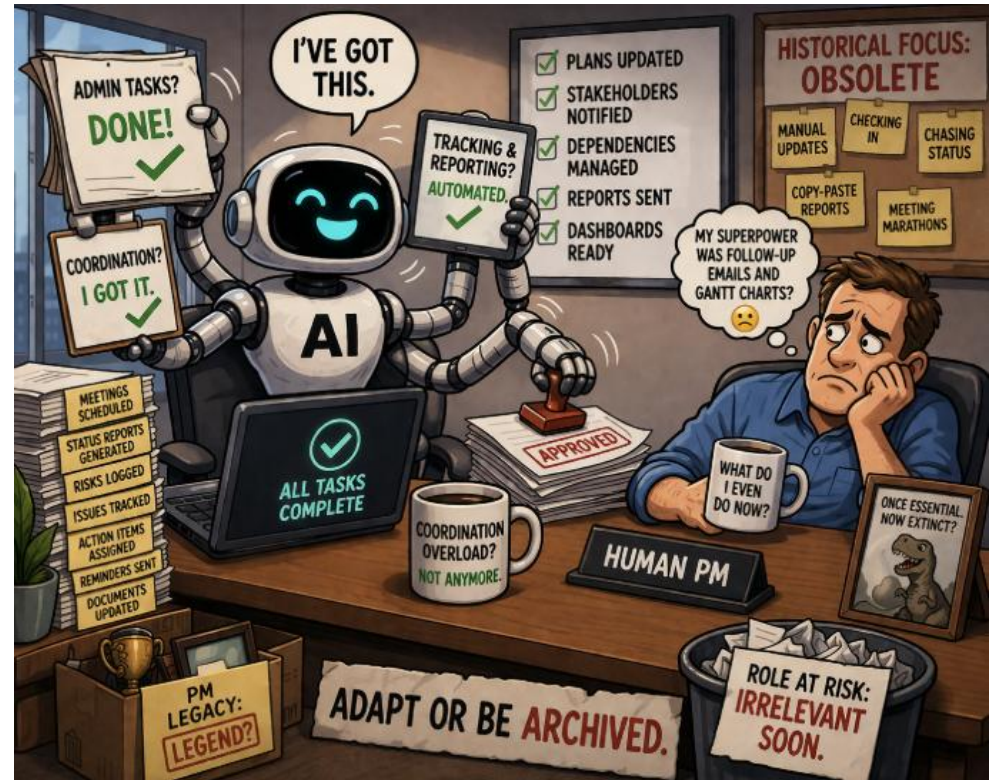
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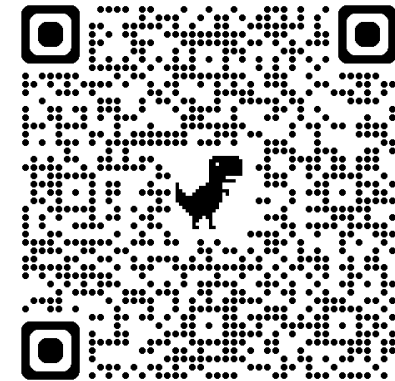
- Humans treated as resources
- AI outperforms in resource logic
- Shift to intellectual assets
- Value of creativity and judgment
- Human uniqueness as advantage



The Collapse of the Traditional Project Manager Role



- Administrative tasks disappearing
- Reduced need for coordination
- Automation of tracking work
- Shift away from reporting
- Role losing relevance



The False Safety Net: Role Rebranding



Scrum “Minister”

Voice of HR:

Hey Scrum Masters!

*How can we promote and give you a **BONUS** if you don't **LEAD** or **DELIVER** anything?*

*At least, can you be in charge of velocities, metrics and reporting?
We also need to change your title to something more traditional
and easily evaluated, e.g.:*

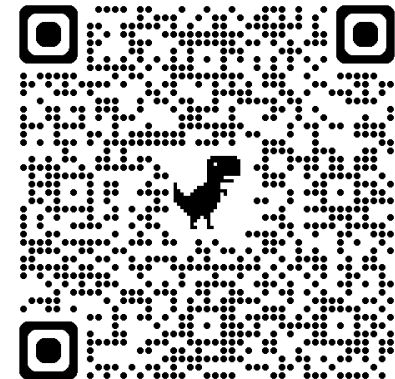
- Agile Project Manager
- Agile Delivery Manager



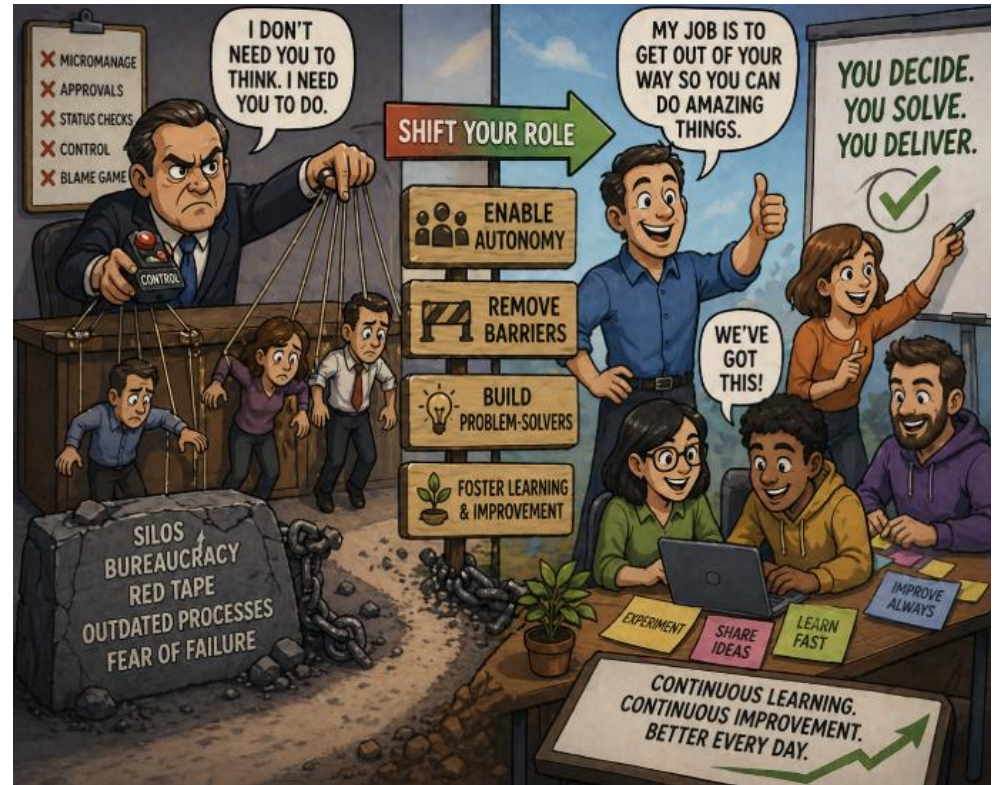
- Agile Project Lead
- Agile Delivery Lead

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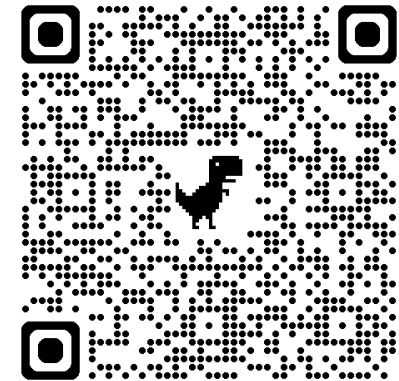
- Renaming roles without change
- Superficial transformation
- Same work under new titles
- Illusion of adaptation
- No real capability growth



The New Standard: Managers As Capability Builders



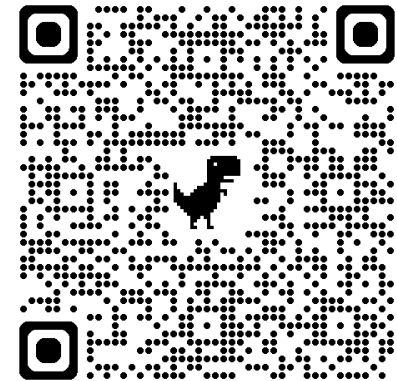
- Focus on organizational capability
- Enable team autonomy
- Remove systemic obstacles
- Develop problem-solving skills
- Build learning environments



The Death Of Command And Control



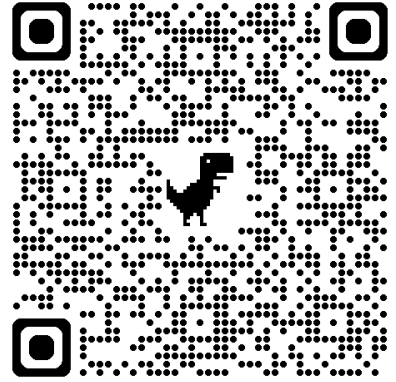
- Decline of top-down management
- Reduced central oversight
- Rise of self-managing teams
- Faster decentralized decisions
- Trust over control



The Real Downsides Of AI: A Mirror, Not A Threat



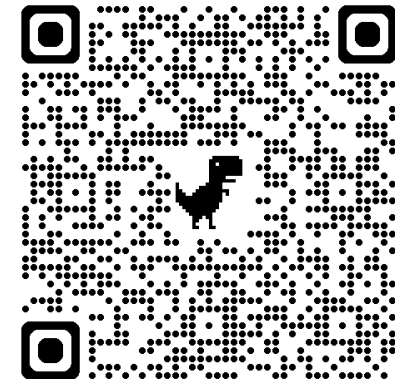
- AI exposes inefficiencies
- Highlights poor processes
- Reveals weak roles
- Amplifies existing problems
- Forces organizational reflection



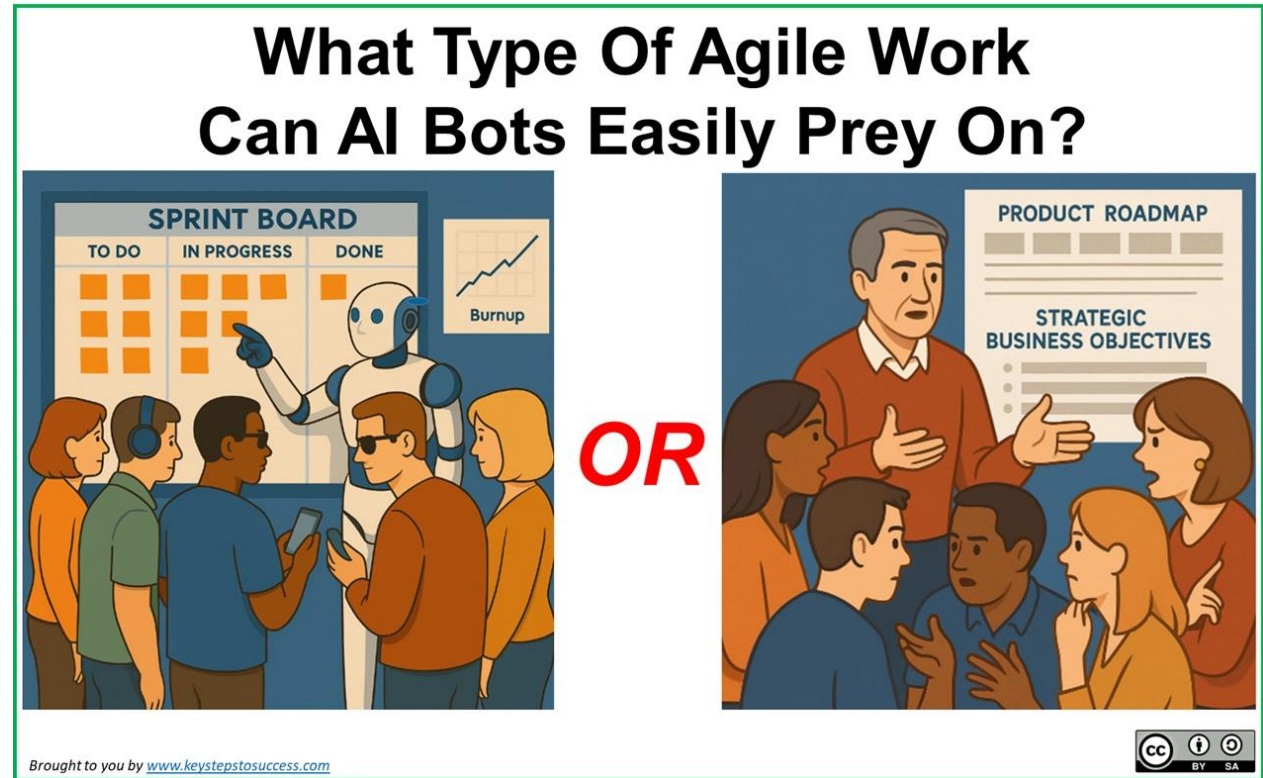
From Projects To Products And Learning Systems



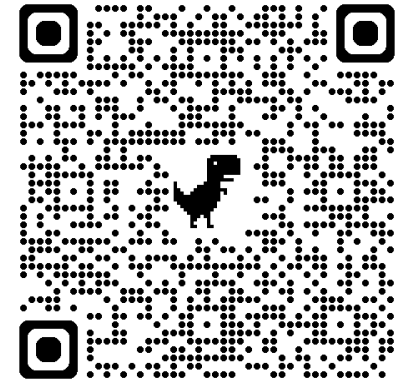
- Shift from projects to products
- Continuous value delivery
- Emphasis on learning systems
- Customer-centric focus
- Long-term adaptability



Raising The Bar: What Will Survive AI



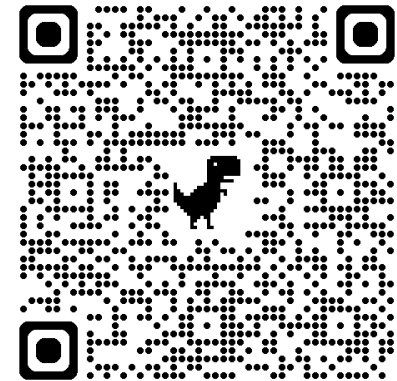
- High-level thinking required
- Emotional intelligence matters
- Systems thinking critical
- Creativity and innovation
- Human judgment essential



A Call To Leaders: Stop Solving Problems With Old Thinking



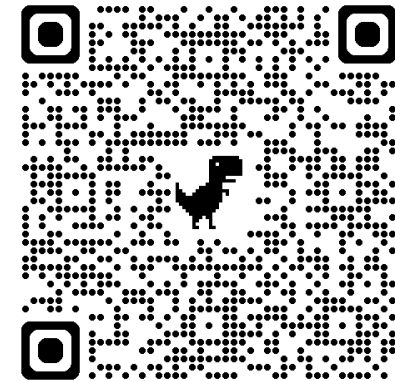
- Legacy thinking persists
- Solutions repeat past mistakes
- Need for new mental models
- Embrace adaptive systems
- Leadership must evolve



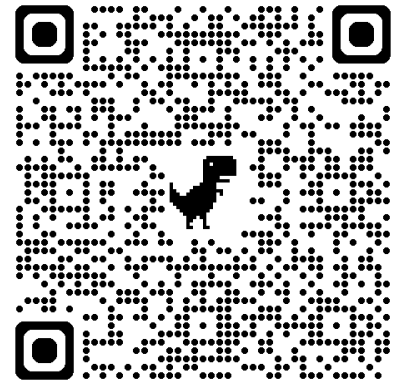
Conclusion: Adapt Or Be Replaced



- AI transformation is inevitable
- Roles must evolve rapidly
- Value must be redefined
- Organizations must adapt
- Survival depends on change



Q & A



Synopsis

On my site: <https://www.keystepstosuccess.com/>

On Facebook: <https://www.facebook.com/people/KSTS-Consulting/61561671969644/>

On LinkedIn:

- Gene Gendel: <https://www.linkedin.com/in/ggnyc/>
- KSTS Consulting: <https://www.linkedin.com/company/ksts-consulting/>

On Meetup:

<https://www.meetup.com/large-scale-scrum-less-in-nyc/> (close to 6500)