

## Artificial Intelligence and the Future of Management: Lessons from a Project Management Consultancy

Nicholas Dacre & Fredrik Kockum

### Abstract

This case examines how a medium-sized European technology consultancy successfully implemented AI chatbots to perform project management functions traditionally handled by middle management. Faced with rapid growth yet committed to maintaining a flat hierarchy, the company developed an innovative solution: three AI-powered chatbots integrated with their internal communication platform. These virtual assistants perform various management tasks, from monitoring working hours and resource allocation to facilitating information sharing and automating routine administrative processes. The case provides insights into how the chatbots were conceived, developed, and implemented, and explores their impact on employee productivity, company culture, and project management effectiveness. It highlights both benefits and challenges of using AI to support project management in non-hierarchical organizational structures. This case study offers lessons for organizations seeking to maintain agile structures whilst scaling operations, particularly those interested in leveraging AI technologies to enhance project management processes.

**Keywords:** artificial intelligence, knowledge management, management, management consultancy, organizational structure, organizations, personality, project management, students, teams

Dacre, N., & Kockum, F. (2026). Artificial Intelligence and the Future of Management: Lessons from a Project Management Consultancy. *Sage Project Management Series* (9798348852283). <https://doi.org/10.4135/9798348852283>

