Accelerating AI Adoption

A Competition for Best Use Case at Discovery Limited

Project Management Institute.

PMI CASE STUDY

From AI Resistance to 45 Shared Use Cases

Discovery Limited, a South African financial services and healthcare group, got ahead of AI-adoption resistance with a PMO-led campaign that included free PMI courses, a prompt library and a use-case catalog. This campaign culminated in a competition for success-story sharing. Shared use cases grew from a handful to 45, reflecting stronger engagement and experimentation across the PMO community.

Key Takeaways

Literacy, Trust, and Support

AI adoption depends on literacy, trust and practical support, not just access to tools. Employees need training, clear governance, approved tools and real examples to feel confident using AI.

Leadership Push to Employee Pull

A PMO-driven campaign and competition shifted AI from leadership push to employee pull, making experimentation approachable and visible through learning and success-story sharing.

Proving AI's Value

The winning use case proved AI's productivity value while keeping people in the loop: Microsoft Copilot cut weeks of manual UAT test-case creation down to just two days.

The Case Study

The Challenge

Discovery needed to scale AI adoption across a large, federated organization spanning nine PMOs with uneven AI literacy. Some employees saw AI as "cheating"; others lacked time or trust to experiment, so adoption stayed limited to small pockets.

The Approach

The "Curious PMO Conversations With AI" campaign used a hub-and-spoke model that paired centralized GenAI guidance with discipline-specific AI communities to spark friendly competition and help teams turn experimentation into practical value.

The Winning Use Case: 400 Test Cases, Two Days.

The competition's winning use case came from an unexpected area: UAT. Faced with a bottleneck in the labor-intensive process of creating UAT test cases, test manager Chantelle Smit used Copilot to turn a six-week effort into a two-day sprint. Nearly 400 test cases were generated from business requirements, allowing testers to begin sooner. Prep work dropped to minutes, freeing the team for higher-value work while keeping human review in place.

Read the full report on PMI.org