BreakVector Labs Framework Field Guide

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How the frameworks fit

Each framework answers a different question, and a regulated AI program needs all four answered at once. PMP runs the program, PMI-CPMAI runs the AI work inside it, AIGP decides whether the AI is allowed and controlled, and ADKAR makes sure people actually adopt it.

Framework	The question it answers	Owner on an engagement	Unit of work	Signature artifact
PMP / PMBOK 8	Are we delivering the agreed value on time, budget and scope?	Program manager	The project or program	Charter, integrated plan, RAID log
PMI-CPMAI	Is this AI use case worth doing, and does the data and model hold up?	AI project lead	The AI use case and its iterations	Phase go/no-go memo
IAPP AIGP	Is this AI lawful, fair, safe and under control across its life?	AI governance lead, Risk, Legal, Privacy	The organization's AI program and each AI system	AI inventory entry, impact assessment, policy
Prosci ADKAR	Will the people affected change how they work?	Change lead with the sponsor	Each impacted group and person	Change strategy, ADKAR assessment, sponsor plan

The one-line way to say it: "PMP is how I run the program, CPMAI is how I run the AI inside it, AIGP is how I keep it lawful and controlled, and ADKAR is how I make sure people use it."

A note on names. There is no credential called "PMP-AI". PMI's AI credential is **PMI-CPMAI** (Certified Professional in Managing AI). Use that name in interviews.

How to use this guide. Each framework section has three parts: the steps, a 30-second talk track, and the questions interviewers tend to ask, with model answers. Practise the talk tracks out loud until they sound like you.

IAPP AIGP: governing AI

AIGP (Artificial Intelligence Governance Professional) is the IAPP's AI governance credential. Its Body of Knowledge v2.1, in force since 2 February 2026, has four domains: foundations of AI governance, how laws and standards apply, governing AI development, and governing AI deployment and use. Below, those domains are turned into the steps you would follow to build and run a program.

Step by step

Part A: build the program once (Domains I and II)

1. **Set the mandate.** Get an executive sponsor and board-level sign-off on AI ambition and risk appetite. Decide which existing committee owns AI risk, or charter an AI governance committee (Risk, Compliance, Legal, Privacy, Security, Data, Technology, Business).
2. **Define principles and policy.** Write an AI policy based on recognized principles (fairness, transparency, accountability, privacy, safety, human oversight), plus an acceptable-use standard and a generative-AI standard.
3. **Map the law.** Build a regulatory applicability map: privacy law (lawful basis, automated decisions), sector rules (for banks: model risk guidance, fair lending, UDAAP, third-party risk), AI-specific laws (EU AI Act, Colorado SB 26-189), and standards (NIST AI RMF, ISO/IEC 42001, 23894, 42005).
4. **Assign roles.** Name the model owner, developer, validator, deployer and business owner for every system. Under the EU AI Act, decide whether you are a provider or a deployer.
5. **Stand up the AI inventory.** Register every AI system, including vendor and embedded AI, with owner, purpose, data, risk tier and status.
6. **Define risk tiers.** Set criteria (customer impact, decision autonomy, data sensitivity, legal exposure) and the controls each tier requires.

7. **Train people.** Launch AI literacy for the board, executives, builders and front-line users. The EU AI Act has required AI literacy since February 2025.

Part B: govern each AI system through its life (Domains III and IV)

8. **Intake and use-case definition.** Purpose, intended users, affected people, success measures, prohibited-use screen, initial tier.
9. **Impact assessment.** Assess harms, fairness, explainability, privacy, security, human oversight and third parties. ISO/IEC 42005 gives a structure.
10. **Data governance.** Lawful basis, provenance, consent, IP and licensing rights, quality, representativeness, and a proxy-variable review.
11. **Development controls.** Documentation (model or system card), testing plan, red-teaming for generative AI, and security controls.
12. **Pre-release evaluation.** Independent validation against performance, fairness, robustness and explainability thresholds. Sign-off scales with the risk tier.
13. **Deployment decision.** Choose a deployment option (build, buy, API, fine-tune, retrieval-augmented, agentic). For vendors: due diligence, contract rights (audit, data use, exit) and licensing terms.
14. **Monitor and respond.** Track drift, fairness, incidents, complaints and override rates against thresholds. Run an incident playbook: detect, contain, notify, fix, learn.
15. **Review and retire.** Do periodic revalidation and an annual review. Decommission with data retention and stakeholder notice.

30-second talk track

"AIGP is the IAPP's framework for AI governance. I think of it in two layers. First, you build the program once: a mandate, policy, the legal map, an inventory and risk tiers. Then every AI system goes through a governed life: intake, impact assessment, data rights, testing, a deployment decision, monitoring and retirement. The point is proportionate control. Low-risk tools move fast, and anything that touches a customer decision gets full rigor and an evidence trail an examiner can follow."

Questions you may get

Question	Model answer
What is the difference between AI governance and model risk management?	MRM validates models. AI governance is wider: intake, inventory, data rights, privacy, vendor AI, generative AI, ethics, literacy and adoption. In banks the April 2026 interagency guidance left generative and agentic AI out of scope, so governance has to cover that gap.
How do you decide the risk tier of a use case?	Four questions: does it affect a customer decision, how autonomous is it, how sensitive is the data, and what law applies? Credit, fraud blocking and AML scoring land in Tier 1. Internal drafting tools with human review land in Tier 3.
What goes in an AI impact assessment?	Purpose and context, affected people, data and lawful basis, fairness tests, explainability, human oversight, security, third parties, residual risk, and sign-off.
How do you govern a vendor's AI?	Put it in the inventory, tier it like your own, get documentation and testing rights in the contract, review the vendor's controls, and monitor outputs. You own the outcome even when you don't own the model.
Which frameworks do you anchor on?	NIST AI RMF for vocabulary (Govern, Map, Measure, Manage), ISO/IEC 42001 for the management system, ISO/IEC 42005 for impact assessment, and the EU AI Act and sector rules for legal duties.
How do you keep governance from slowing delivery?	Tiering, templates and gates built into the delivery lifecycle. Evidence is produced as the work happens, so there is no late rework.

Question	Model answer
What changed in 2026?	The EU moved high-risk duties, including credit scoring, to December 2027. US bank regulators replaced SR 11-7 with SR 26-2. Colorado replaced its AI Act with SB 26-189, effective January 2027. AIGP BoK v2.1 added agentic architectures and more weight on third-party governance.

Prosci ADKAR: leading the people side

Prosci's methodology works at two levels. The **3-Phase Process** manages change for the organization. The **ADKAR Model** describes the five outcomes each person must reach: Awareness, Desire, Knowledge, Ability and Reinforcement. Change at the organizational level only happens when enough individuals reach all five. The third piece, the **PCT Model** (Prosci Change Triangle), checks the balance of leadership and sponsorship, project management and change management around success.

The five ADKAR elements

Element	What the person needs	Typical tactics	Who usually delivers
Awareness	Why the change is happening, and the risk of not changing	Sponsor messages, business-case briefings, town halls	Executive sponsor
Desire	Personal choice to support and take part ("what's in it for me")	Manager conversations, involvement in design, addressing resistance, incentives	People managers
Knowledge	How to change: skills, processes, tools	Role-based training, job aids, demos	Project team, trainers
Ability	Showing the new behavior on the job	Practice, coaching, sandbox, floor support, time to learn	Managers, super-users

Element	What the person needs	Typical tactics	Who usually delivers
Reinforcement	Making the change stick	Recognition, metrics, accountability, removing the old way	Sponsor and managers

The sequence matters. Training (Knowledge) does little for someone with no Desire, so diagnose before you act.

Step by step: the Prosci 3-Phase Process

Phase 1: Prepare Approach (deliverable: change management strategy)

1. **Define success.** Link the change to business outcomes and to people-side measures: adoption, utilization and proficiency.
2. **Define impact.** List impacted groups and rate how much each changes across processes, systems, tools, job roles, critical behaviors, mindset, reporting structure, performance reviews, compensation and location.
3. **Define approach.** Assess change risk (the size of the change against how ready the organization is), anticipate resistance, assess sponsor strength with the PCT Model, and staff the change roles: sponsor coalition, people managers, change agents.

Phase 2: Manage Change (deliverable: master change management plan)

4. **Plan and act.** Build the ADKAR blueprint and the plans that carry it: sponsor roadmap, communications, coaching for people managers, training, and resistance management.
5. **Track performance.** Run ADKAR assessments with each group, and track adoption, usage and proficiency, plus the plans' own activity.
6. **Adapt actions.** Find each group's barrier point and redirect effort there.

Phase 3: Sustain Outcomes (deliverable: change management closeout)

7. **Review performance.** Compare results with the success measures. Collect ADKAR results and lessons learned.
8. **Activate sustainment.** Close gaps, reinforce and celebrate wins, and remove workarounds.
9. **Transfer ownership.** Hand assets and accountability to the business owner.

Running an ADKAR assessment

1. Ask each person or group to score each element from 1 to 5.
2. The **barrier point** is the first element, in order, scored 3 or lower.
3. Act on the barrier point before moving on. For example, a fraud team scoring A=4, D=2, K=4 needs Desire work, not more training.
4. Reassess after the next round of actions, and aggregate by group to steer the plan.

Applied to AI adoption

- **Awareness:** explain why the bank is using AI (losses, cycle time, customer experience) and what the AI will and won't decide.
- **Desire:** tackle fear of job loss and loss of judgment head on; involve analysts in designing the human-in-the-loop step.
- **Knowledge:** teach when to trust, question or override the model, and how to read its explanations.
- **Ability:** run a pilot with floor support and track override rates and time-to-proficiency.
- **Reinforcement:** put adoption metrics in leaders' scorecards, recognize good overrides, and retire the old manual process.

30-second talk track

"I use Prosci at two levels. At the organizational level, the 3-Phase Process: prepare the approach, manage the change, sustain the outcomes. At the individual level, ADKAR: Awareness, Desire, Knowledge, Ability, Reinforcement. I assess impacted groups, find the barrier point, and aim the effort there. The sponsor drives Awareness and Reinforcement, and people managers drive Desire and Ability. I measure success as adoption, usage and proficiency, not training completion."

Questions you may get

Question	Model answer
What's the difference between ADKAR and the 3-Phase Process?	ADKAR is the individual journey. The 3-Phase Process is the organizational playbook that moves many individuals through ADKAR.

Question	Model answer
What is a barrier point?	The first ADKAR element a person or group scores 3 or lower out of 5. Everything after it is wasted until it's fixed.
How do you handle resistance?	Treat it as information. Find its root cause, usually a Desire or Ability gap, and use managers to address it one to one. Plan for it in Phase 1 rather than react to it in Phase 2.
What makes a good sponsor?	Active and visible, builds a coalition of peer leaders, and communicates directly with employees. Sponsors carry Awareness and Reinforcement.
How do you measure change success?	Adoption (are they using it), utilization (how much), and proficiency (how well), tied to the business outcome.
How is change different for AI?	Trust and role identity matter more. People must learn when to override the model, and leaders must reward good judgment rather than blind compliance.
How does change management fit with project management?	They are two sides of one delivery. The project delivers the technical solution. Change management delivers adoption, which is where the ROI comes from. I integrate the plans and the status reporting.

PMP and PMBOK 8: running the program

Two things changed recently, and interviewers may test whether you know. PMI published the **PMBOK Guide, Eighth Edition** in November 2025, and a **new PMP exam** started on 9 July 2026.

	What's current
PMBOK 8 principles (6)	Holistic view; focus on value; quality built in; accountable, ethical leadership; sustainability (environmental, economic, social); an empowered, collaborative culture
PMBOK 8 performance domains (7)	Governance, Scope, Schedule, Finance, Stakeholders, Resources, Risk
PMBOK 8 focus areas (5)	Initiating, Planning, Executing, Monitoring and Controlling, Closing, tailored for predictive, agile or hybrid work. Process groups are back, as focus areas, with 40 tailorable processes
AI in PMBOK 8	Treated as an emerging topic: AI for forecasting, scheduling and resource modeling
PMP exam from July 2026	People 33%, Process 41%, Business Environment 26%; 180 questions in 240 minutes; about 40% predictive and 60% agile or hybrid

The jump in Business Environment, from 8% to 26%, is the headline: strategy, value, governance, compliance and external factors now carry real weight.

Step by step: running a program

1. Initiating

1. Confirm the business case, benefits and strategic fit.
2. Write the charter: objectives, scope boundaries, success criteria, sponsor and authority.
3. Identify stakeholders and map their influence and interest.
4. Choose the delivery approach: predictive, agile or hybrid. AI work is usually hybrid, with a predictive governance frame around agile build iterations.

2. Planning

5. Break down scope (WBS for predictive work, backlog and roadmap for agile work).
6. Build the schedule, milestones and dependencies, including governance gates.
7. Set the budget, funding releases and benefits targets.
8. Plan resources and the team operating model (RACI, ceremonies, decision rights).

9. Build the risk register and responses. For AI, add data, model, regulatory and adoption risks.
10. Plan quality, communications, procurement and change control.
11. Integrate the change management plan with the project plan.

3. Executing

12. Lead and develop the team, remove impediments, and manage conflict.
13. Run delivery: sprints or work packages, vendor management, stakeholder engagement.
14. Manage knowledge: decisions log, lessons learned as you go.

4. Monitoring and Controlling

15. Track performance: earned value or velocity and burn-up, milestones, budget, benefits.
16. Manage RAID (risks, assumptions, issues, dependencies) and escalate on thresholds.
17. Run integrated change control: assess impact before approving scope changes.
18. Report to the steering committee with a clear RAG and the decisions you need.

5. Closing

19. Confirm acceptance and hand over to operations.
20. Close contracts, release resources, and archive records.
21. Run a benefits review against the business case, and capture lessons learned.

30-second talk track

"I run programs on PMBOK 8: six principles, seven performance domains, five focus areas, tailored to the work. For AI programs that means a hybrid model: a predictive governance frame with gates and funding releases, around agile build iterations. I keep a single integrated plan covering delivery, governance and change, manage RAID tightly, and report to steering on value, not just activity. The new PMP exam reflects that shift: business environment, value and governance now count for a quarter of it."

Questions you may get

Question	Model answer
Predictive, agile or hybrid: how do you choose?	By uncertainty and regulation. Stable scope with heavy compliance leans predictive. Uncertain scope leans agile. Most regulated AI work is hybrid: gated governance around agile build.
What's new in PMBOK 8?	It consolidates 12 principles into 6, reorganizes into 7 performance domains (including Governance and Finance), brings back process groups as 5 focus areas with 40 tailorable processes, and adds AI as an emerging topic.
How do you handle a project that's going red?	Get facts first: root cause, impact on critical path and benefits. Present options with trade-offs to the sponsor, agree a recovery plan, increase reporting frequency, and track to green or to a re-baseline.
How do you manage scope creep?	Clear acceptance criteria, a change control process with impact analysis, and a sponsor who owns trade-offs. In agile work, new items go into the backlog and displace lower-value ones.
How do you lead without direct authority?	Shared goals, clear decision rights, credibility through follow-through, and working through managers. On a matrixed 30-person release train, influence came from transparency and removing blockers.
How do you measure success?	Delivery (scope, schedule, cost), outcome (benefits realized against the business case), and adoption. A project that lands on time with no adoption failed.

Question	Model answer
How do you work with risk and compliance teams?	Bring them in at initiation, build their checks into the plan as gates with clear evidence, and give them early visibility so findings come early, not at go-live.

PMI-CPMAI: running the AI work

PMI-CPMAI (Certified Professional in Managing AI) is PMI's AI credential: 120 questions in 160 minutes, tool-agnostic. It rests on the CPMAI methodology, six data-first phases that run in small iterations, each ending in an explicit go/no-go. Exam weights show where the effort sits: responsible AI 15%, business needs 26%, data needs 26%, model development and evaluation 16%, operationalization 17%.

Step by step

Before Phase I: name the AI pattern. CPMAI groups AI into seven patterns: recognition, conversational, predictive analytics, patterns and anomalies, hyper-personalization, autonomous systems, and goal-driven systems. Naming the pattern clarifies data, risk and skills before anyone picks a tool. Fraud detection is "patterns and anomalies"; a servicing chatbot is "conversational".

Phase I: Business understanding

1. State the problem and the decision the AI will support.
2. Confirm AI is the right tool. Would rules or process change do?
3. Set KPIs and a baseline, estimate ROI, and define scope for this iteration.
4. Gate: is the problem worth solving, and does AI fit?

Phase II: Data understanding

5. Inventory the data sources, owners and access paths.
6. Check lawful use, privacy and rights, and whether the data likely contains the signal.
7. Assess quality and sufficiency.
8. Gate: does accessible, lawful, sufficient data exist?

Phase III: Data preparation

9. Clean, label, transform and split the data, and document lineage.

10. Test representativeness and check for proxies of protected traits.
11. Gate: is the data good enough to train on without embedding bias?

Phase IV: Model development

12. Set a simple baseline, then train or configure candidates (or select a vendor or foundation model).
13. Track experiments and write the model card.
14. Gate: does a candidate beat the baseline by a meaningful margin?

Phase V: Model evaluation

15. Test against the Phase I KPIs and responsible-AI thresholds: fairness, explainability, robustness, error cost.
16. Write the evaluation report and go/no-go memo.
17. Gate: does it meet business and trustworthy-AI requirements, and is the cost of being wrong acceptable?

Phase VI: Operationalization

18. Plan deployment, human oversight, monitoring, retraining triggers and rollback.
19. Name the owner, write the RACI, and transition to operations.
20. Gate: can it be run, monitored, supported and reversed?

Iterate. Evidence from a later phase sends you back to an earlier one. Killing a weak use case early counts as success.

30-second talk track

"CPMAI is PMI's method for AI projects. It's data-first and iterative, like CRISP-DM with project discipline. Six phases: business understanding, data understanding, data preparation, model development, model evaluation and operationalization, each with a go/no-go. I start by naming the AI pattern, and I treat data phases as real phases with their own gates, because most AI projects fail on data, not models. Small, complete iterations beat a big-bang build."

Questions you may get

Question	Model answer
Why do AI projects fail?	Wrong problem, data that isn't available or usable, no owner, and no adoption plan. The model is rarely the issue. CPMAI puts business and data understanding first for that reason.
How is managing AI different from managing software?	AI behavior comes from data, so outcomes are probabilistic and drift over time. You plan for experimentation, data gates, evaluation thresholds and ongoing monitoring, not just a release.
What is a go/no-go in CPMAI?	An explicit decision at the end of each phase, against criteria set in Phase I. A "no" can mean go back a phase or stop.
How do you set success metrics for an AI use case?	A business KPI with a baseline (losses, cycle time, hours saved), a model metric (precision, recall), and an adoption metric, all agreed before build.
How do you handle generative AI in CPMAI?	Same phases. Data understanding covers the content you ground on. Development covers prompts, retrieval and guardrails. Evaluation adds hallucination, safety and red-teaming. Operationalization adds output monitoring and cost control.
How does CPMAI relate to AIGP?	CPMAI is the delivery lifecycle. AIGP supplies the controls at each gate. I run them together, so every go/no-go is also a governance decision.

Combined checklist by lifecycle stage

This is how the four frameworks line up on the BreakVector Labs Governed AI Lifecycle. Read across a row to see what each one requires before the gate opens.

Stage	PMP / PMBOK 8	PMI-CPMAI	IAPP AIGP	Prosci ADKAR
0. Mobilize and govern	Charter, stakeholders, delivery approach, PMO	Portfolio of candidate use cases	Mandate, policy, legal map, inventory, risk tiers, literacy	Change strategy, sponsor assessment, impacted groups
1. Frame the use case	Business case, scope, success criteria	Phase I: problem, AI pattern, KPIs, ROI	Intake, prohibited-use screen, initial tier	Change impact for this use case; Awareness messages
2. Prove the data	Data risks in RAID	Phase II: inventory, sufficiency	Lawful basis, privacy, IP rights	Engage data owners; early Desire work with users
3. Prepare the data	Schedule and quality plan	Phase III: lineage, representativeness	Proxy review, data documentation	Involve analysts in labeling and design
4. Build	Sprint delivery, vendor management	Phase IV: baseline, model card	Development controls, vendor due diligence	Super-user network; Knowledge plan
5. Validate	Quality and acceptance	Phase V: evaluation, go/no-go memo	Independent validation, impact assessment sign-off	Training; ADKAR assessment before go-live
6. Deploy and operate	Transition and acceptance	Phase VI: deployment, monitoring, rollback	Go-live approval, monitoring thresholds, incident playbook	Ability: floor support, coaching
7. Scale and sustain	Closing, benefits review	Next iteration	Revalidation, annual review, retirement	Reinforcement and transfer of ownership

Interview prep across frameworks

These scenario questions test whether you can combine the frameworks under pressure. Answer in STAR form where you have a real story, and anchor on the framework when you don't.

Scenario	How to answer
"Walk me through how you'd take an AI use case from idea to production in a bank."	Name the lifecycle: frame, prove the data, prepare, build, validate, deploy, sustain. Say that each stage ends in a gate that is both a CPMAI go/no-go and an AIGP control check, that PMP runs the plan and RAID around it, and that ADKAR runs from week one. Close with the outcome measures: value, compliance evidence, adoption.
"The business wants to launch a genAI chatbot in six weeks. What do you do?"	Agree the goal, then tier it: customer-facing, so high scrutiny. Propose a fast, gated path: limited scope, retrieval over approved content, red-team testing, disclosure, human escalation, a monitored pilot. Show what can launch in six weeks safely and what follows.
"Model risk says your model can't go live. How do you respond?"	Get the specific findings, separate must-fix from can-follow, agree remediation and a re-validation date, and re-plan. Don't escalate around them. They're part of the definition of done, so involve them earlier next time.
"Users aren't adopting the new fraud tool."	Run an ADKAR assessment by group to find the barrier point. Typical causes: low Desire (distrust, fear for jobs) or low Ability (no time to practise). Fix that point with managers and super-users, and track override rates and usage.

Scenario	How to answer
"How do you balance speed and governance?"	Risk tiering. Low-risk use cases take a light path with templates. High-risk ones get full controls built into the plan from day one, so there's no late rework. Governance by design is faster than governance at the end.
"Tell me about a time you led change across functions."	Use a real story (for example the agentic AI program in client reporting at Nuveen, or Risk, Fraud and Operations work). Cover sponsor alignment, impacted groups, resistance, how you measured adoption, and the result.
"What would your first 90 days look like?"	Weeks 1–2 listen and map stakeholders. Weeks 2–6 assess maturity and quick wins. By day 90: governance committee running, inventory and tiering live, a prioritized backlog, and one or two lighthouse use cases in build with a change plan.
"Which certifications do you hold?"	Answer exactly: PMP and Prosci certified. If asked about AIGP or PMI-CPMAI, say you apply their bodies of knowledge and, if true, that you're pursuing them. Never imply you hold a credential you don't.

Five numbers worth knowing

- PMP exam since 9 July 2026: People 33%, Process 41%, Business Environment 26%.
- PMBOK 8: 6 principles, 7 performance domains, 5 focus areas, 40 processes.
- PMI-CPMAI: 6 phases; 120 questions in 160 minutes.
- AIGP: 4 domains; BoK v2.1 effective 2 February 2026; 100 questions in three hours.
- ADKAR: 5 elements; the barrier point is the first score of 3 or lower out of 5.

Sources

- Prosci 3-Phase Process, Prosci
- What's changing on the PMP exam in 2026, Pocket Prep

- What is new in the PMBOK Guide 8th Edition, PM Study Circle
- PMI-CPMAI certification page, PMI
- 6 stages to run a successful AI project, PMI
- The CPMAI methodology: six phases, Open Exam Prep
- AIGP Body of Knowledge 2026, Privacy Bootcamp
- How to study for the AIGP: BoK v2.1, Training Camp

The CPMAI seven patterns, ADKAR element tactics and the PCT Model are described from general knowledge of those methods. Confirm exam details on the official PMI, IAPP and Prosci pages before quoting them.