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CTP History FAQ

Q. Why did PMI charter the Community Transformation Project?

A. In January 2005, the PMI Board of Directors saw a need to modify the way groups are formed and exist within the Institute. For this reason, the Board endorsed an effort to provide consistent value and to make it simpler for PMI members and other stakeholders to form communities. PMI also continues to enjoy significant growth and expansion around the world, which reinforces the need for additional community models.

September, 2005 saw The PMI Board of Directors approve and charter CTP as a multi-year initiative. The CTP team came together in late 2005 and began working in early 2006 toward CTP goals and objectives. The main focus of CTP in 2006 was to address perceived "valueless" component models and value equalization for members across components. CTP closed at the end of 2006, and work related to community development continues in 2007 through various volunteer and PMI staff endeavors. These include the CD-MAG and Virtual Community Model Team.

Q. How did CTP align with PMI's strategic objectives?

A. CTP was linked to PMI's strategic plan through one of the strategic principles adopted by the PMI Board of Directors: "In striving to support our strategic goal, PMI structures and offerings must be creative, adaptable and flexible in accommodating the needs of stakeholders around the globe." (PMI Strategic plan, page 7)

Q. What were the driving forces for CTP?

A. Driving forces leading to CTP included:

- PMI's desire to link the operation of PMI communities to the PMI Strategic Plan.
- CEO interactions with global component leaders uncovered various problems with the existing component model.
- The component model created barriers to advancing community throughout the globe.
- Anecdotal leader feedback and recommendations received over the years pointed toward greater flexibility in the structure of PMI communities.



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Research on member and customer needs within the last several years identified the desire for ad-hoc communities and communities formed by corporations, governmental units, educational institutions and non-governmental organizations.

Q. What challenges did CTP address in evaluating the component model that was in existence at the time?

A. The chartered component model did not provide consistent value to PMI's membership. Instead, the component model created barriers to advancing community throughout the world. Barriers included:

- The chartered component model was based on a US 501(c) (6) not-for-profit American membership organizational model.
- Charter requirements were the same for all component types, regardless of activity, maturity or geography.

The PMI "12 step component formation process" had no mention of "value" or a business model for success, therefore creating a perception of "valueless" component modeling.

Q. What kind of feedback was initially gathered for CTP?

A. In 2005 PMI conducted several workshops around the world. Several PMI Components also conducted their own workshops. In addition, during his travels over the previous three years, PMI's CEO Greg Balestrero heard messages similar to those shared in these workshops.

Four consistent themes emerged:

- The component structure needed to be overhauled to allow for ease of access to information and resources across the organization;
- Component leaders desired a common infrastructure for collaboration and exchange;
- Component criteria was not working for all PMI components; and
- Component leaders wanted PMI to work with their organizations to distinguish PMI's unique value.

These were addressed via new community formation processes, introduction of the Chapter with Branches Model, initial development of a Performance Management Framework, and chartering of the CD-MAG to support operationalizing these results from CTP.



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Q. What was the purpose of the CTP Team?

A. The CTP team provided knowledge, expertise, advice and leadership in the development, implementation, and communication of the CTP to enable PMI as a global community to achieve success as defined by the PMI strategic plan.

Q. What kinds of changes to the specific interest group (SIG) and college model resulted from CTP?

A. There were no changes made to the SIG and College model as a result of CTP. Virtual community development was out of scope for 2006. PMI has sought increased SIG/College representation to transform these virtual communities in 2007. In addition, PMI will align virtual communities with knowledge management and delivery initiatives with the Institute.

Further development of Virtual community models requires greater SIG and College leader involvement than was possible under the CTP team structure. In addition, PMI is aligning the development of virtual communities to other PMI initiatives.

The Virtual Communities Project (VCP) was launched in March 2007 by PMI GOC to identify opportunities by which current virtual communities can gain operational efficiencies and improvements. The project will also explore the relevance and applicability of new models that can be used for the creation of virtual communities in the future.

Q. What was the Chapter with Branches Pilot Project, under CTP?

A. On 10-11 August 2006 representatives from PMI's Global Operations Center, the CTP team and volunteer leaders of the PMI chapters in Poland gathered in Warsaw, Poland for a kickoff meeting to initiate the pilot for the chapter with branches model. The PMI Warsaw Chapter, the PMI Poznan Chapter and the PMI Gdansk Potential Chapter agreed to partner with PMI in the Chapter with Branches pilot.

Expressing their commitment to the deliverables of the chapter with branches pilot, PMI chapter leaders began drafting a business plan to initiate collaboration to create one chapter: the "PMI Poland Chapter", utilizing the chapter with branches structure. This chapter with branches was provisionally established in the cities of Warsaw, Gdansk, Poznan, Krakow and Wroclaw.

Next steps in the chapter with branches pilot included the submission and approval of a business plan for the "PMI Poland Chapter", which included



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branches throughout the country of Poland. The business plan was approved by PMI, and pilot partners are continuing the development of their new community according to the concepts, policy and procedure documents developed by the CTP team.

Q. How did CTP measure its progress and success?

A. The CTP team agreed to these success factors for 2006:

- The backlog of potential components would be notified of the criteria, process and procedures to follow no later than January 2007.

CTP concluded in December 2006, and the backlog of potential components were notified of the criteria, process and procedures at that time.

- The team would work with component leaders, the backbone of the previous component structure, to accept and support new governance models.

The team worked with component leaders through presentations at all Leadership Institute Meetings; by offering support at regional breakout meetings; attending regional meetings; providing information in Friday Facts; implementing and managing the Poland Pilot; and communicating to the overall PMI community throughout the life cycle of CTP.

- The PMI Board would provide ongoing approval and support for the project.

Support for CTP was strong throughout the organization.

- Community transformation was intended to bring an increase in community retention and the net member satisfaction index.

These results are not yet measurable; however, overall membership in PMI and in PMI communities has increased since the start of CTP.

Q. How did CTP address global concerns in PMI communities?

A. PMI endeavors to advance project management and community throughout the globe. CTP was appropriately linked to PMI's strategic plan through one of the strategic principles adopted by the PMI Board of Directors: "In striving to support our strategic goal, PMI structures and offerings must be creative, adaptable and flexible in accommodating the



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needs of stakeholders around the globe."

As CTP transitions from a project, PMI's community development initiative has been integrated within PMI's overall community development plan. Community development planning has been integrated into PMI's overarching market and business development planning so that practitioners in the identified markets have consistent access to PMI products and services, including access to the various PMI communities.

Q. How did CTP affect PMI components' membership numbers?

A. CTP's emphasis was on delivering greater value to PMI members. Although membership may shift among the transformed communities that will exist in the future, PMI members will have access to communities that meet their specific needs, which was the ultimate goal of CTP – to deliver member value and meet the needs of members. With the availability and accessibility of various communities that meet member needs, member satisfaction may increase. In turn, satisfied members will be more likely to participate in PMI and their community.

Q. What benefits and value did CTP deliver to members?

A. PMI ultimately wanted members to derive more value from their experience with PMI. Members will benefit from CTP through community models that:

- Normalize value at all levels of community;
- Provide flexible ways for individuals to form communities that encourage interaction and growth; and
- Are developed and implemented only when the business case and the projected outcome clearly demonstrate member value.

Q. When was CTP completed?

A. While the CTP team's work concluded as of 31 December 2006, PMI community development continues in 2007 through various collaborative PMI volunteer and staff objectives. For example, in January 2007, PMI Global Operations Center (GOC) chartered a volunteer PMI Community Development Member Advisory Group (MAG).

It has also been identified that further development of Virtual community models will require greater SIG and College leader involvement than was possible for the CTP team. The Virtual Communities Project (VCP) has launched as of March 2007 to take on the examination of current virtual



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communities and how they can gain operational efficiencies and improvements.