

# **STRATEGIC PLAN**

## **PROJECT MANAGEMENT INSTITUTE**

*Prepared By:*

**STRATEGIC PLANNING AND PROGRAM  
ALIGNMENT COMMITTEE (SPPA)**

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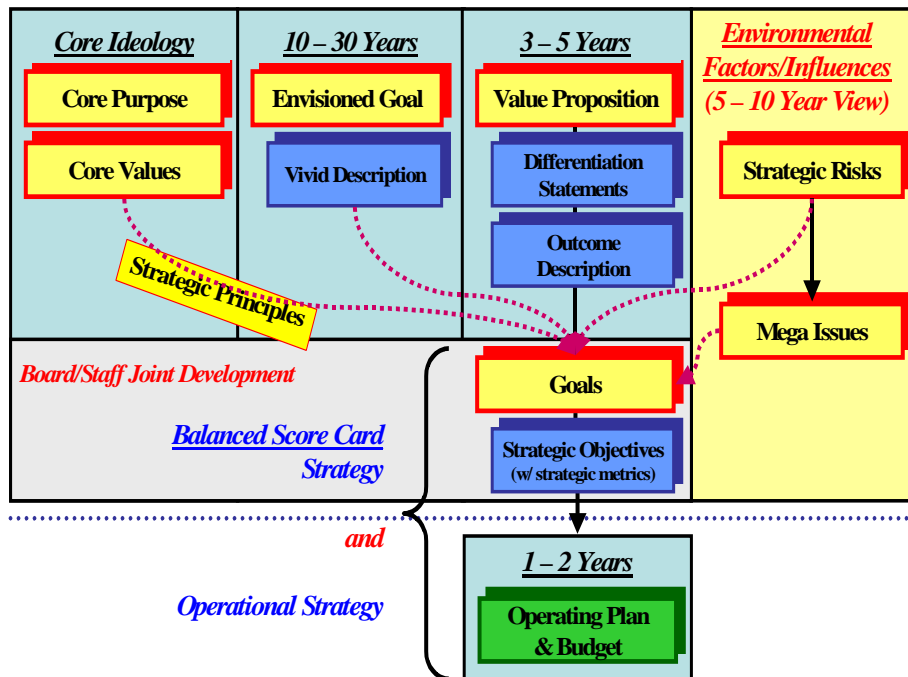
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# OVERVIEW

The **Project Management Institute** (PMI) has embraced a process which led to the completion of a long-range strategic plan for the organization. The process facilitated (a) PMI's identification of the future needs of members and customers, and (b) PMI's options for satisfying those needs.

The Board initiated strategic planning activities during its retreat in Henderson, NV in September 2001. Subsequently in March 2002, the Board and senior staff met to consider strategic questions about the organization's future, and to continue the process of developing a strategic long-range plan. Jean Frankel, Principal Partner of Tecker Consultants LLC (TC), led the group in March 2002 through the process. During the session, the group engaged in dialogue and deliberation, which yielded a number of insights. The original framework used for the discussion was a proprietary TC model of strategic judgments organized into four time-related horizons. During the past year under the guidance of the Strategic Planning and Program Alignment Committee, the PMI Board adopted a modified view of this framework which identified the critical strategic plan elements. This framework is presented below.

## Strategic Plan Elements



Each of the horizons focuses on a separate threshold of strategic dialogue:

- ❖ 10-30 Year Horizon - Consideration of factors in the long-range planning horizon, and the articulation of a core purpose, core values, and an Envisioned Goal;
- ❖ 5-10 Year Horizon - An evaluation of the environmental factors including risks (both threats and opportunities) that influence the future of PMI, the project management profession, and the business environment in which we operate;
- ❖ 3-5 Year Horizon - Long-range visioning articulated in goal statements with objectives that identify where PMI could be in the next several years and how it can get there. The vision attempts to focus on how the organization will provide beneficial outcomes to members and other stakeholders;
- ❖ 1-2 Year Horizon - Near-term operational strategy to implement the strategic direction. Focus is on action plans aligned to the outcomes delineated in the strategic plan.

This document is referred to as the “Working Strategic Plan.” The title acknowledges it requires further, on-going and specific attention by the PMI Board. The PMI Board will continue to refine the document as part of its annual strategic work.

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## PMI'S CORE IDEOLOGY

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The **core ideology**<sup>1</sup> describes the consistent identity of PMI that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core purpose** – the organization's reason for being – and **core values** – essential and enduring principles that guide an organization.

### CORE PURPOSE

To advance the practice, science and profession of project management throughout the world in a conscious and proactive manner. For the purposes of brevity and inclusivity in this document, reference to project management is meant to include all three - project, program and portfolio management.

### OUR CORE VALUES

PMI is driven by a clear mission and an underlying set of values that guide how we act and influence the expectations of our stakeholders. Even as a diverse organization, we share a common set of values. Our core values are not subject to changes in the association and business environment or dictated by trends in organization management. These values are fundamental and deeply held.

As part of our Core Ideology, PMI's Core Values are enduring and are guiding principles upon which we act.

At PMI we believe in:

#### **Project Management Impact**

- Project management is a critical competence that has a positive influence on organization results and society.

#### **Professionalism**

- Accountability and ethical behavior ensures our commitment to PMI stakeholders.

#### **Volunteerism**

- Volunteers and effective volunteer partnerships with staff are the best way to accomplish the Institute's goals and objectives.

#### **Community**

- Bringing members of the global project management community together is the best way to facilitate their growth and advance the project management profession.

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<sup>1</sup> Adapted from *Built to Last*, Collins and Porras, 1994

**Engagement**

- Encouraging diverse viewpoints and enabling individuals to contribute to the project management profession and to the Institute.

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## ENVISIONED FUTURE

(10 – 30 Years)

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**Envisioned future**<sup>2</sup> conveys a concrete, but yet unrealized vision for the organization. It consists of an envisioned **goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the envisioned goal. PMI has chosen to retain this intent but change the name to “envisioned goal” based on stakeholder feedback.

### ENVISIONED GOAL

Worldwide, organizations will embrace, value, and utilize project management and attribute their success to it.

### VIVID DESCRIPTION

1. Project management is a core competency for organizations.
  - Organizations employ individuals who possess skills, knowledge, and experiences that are specifically required in managing projects, programs, and portfolios and whose performance can be measured.
  - Organizations follow globally recognized project management standards.
  - Organizations have established educational, experiential, credentialing, and performance requirements for individuals engaged in specific project management roles.
  - Organizations have clearly established career paths, including one in project management that allows individuals to advance to the highest levels of leadership.
2. Project management is as visible and recognized as other professions globally.

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<sup>2</sup> Adapted from *Built to Last*, Collins and Porras, 1994.

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# STRATEGIC PRINCIPLES

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## STRATEGIC PRINCIPLES

**Strategic principles** provide the foundation for sound, consistent and values-based decision-making that PMI needs to maintain its strategy and respond in a flexible manner to the changes in the needs of its stakeholders and in the global environment. They are not bound by one specific time horizon but are intended to influence strategy through development of all strategic plan elements.

1. PMI will use best business practices including project management where appropriate.
2. All products and services will be supported with appropriate market research, a business case, and a life cycle management process.
3. Product / Service life cycle activities will involve the right subject matter expertise to ensure product quality and maximize appropriate use of volunteer / component intellectual capital while managing time-to-market needs.
4. As PMI develops and executes its strategy, it recognizes that the project management community includes any individual or organization that embraces the project management discipline, profession and career path; values the contribution of project management practitioners; and utilizes project management practices. This does not preclude individuals and organizations that display an awareness or inquisitiveness about project management.
5. In responding to diverse stakeholder needs, PMI shall primarily focus on activities/offerings that advance the practice of project management.
6. In responding to practitioner needs, PMI shall endeavour to enhance the careers, skills and knowledge of practitioners allowing them to develop more business insight to bridge the gap between projects and organizational/business strategy. PMI shall both anticipate and respond to market needs regarding any areas of specialization that PMI may provide.
7. In responding to organizational stakeholders, PMI shall support organizations to create an environment that enables project management to accelerate the implementation of strategy and achievement of the organizations' objectives.
8. In striving to support our envisioned goal, PMI must be creative, adaptable and flexible in accommodating the needs of stakeholders around the globe.
9. PMI's individual membership model supports the achievement of the Institute's envisioned goal. This does not preclude the Institute's pursuit of relationship or community participation that supports PMI strategies.

10. PMI shall take actions and make decisions in a socially and environmentally responsible way.
11. PMI shall achieve its strategic goals through collaborative and or competitive efforts, as appropriate.
12. PMI considers the users of technology-based forms of congregation and communication a strategic market. PMI will be a leader in the project management field for this market segment.

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## STRATEGIC PLAN

### (3 – 5 Years)

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The strategic planning items are established for three to five year achievement and annual review.

## VALUE PROPOSITION

Eminent Influence has been established as the Institute's appropriate Value Proposition for all of its markets. The following differentiation statements are the key elements in establishing PMI's unique position within the profession:

- PMI establishes a premiere reputation as a credible resource and innovator for Project Management knowledge, trends and practices.
- PMI establishes a reputation as the preferred partner for the advancement of the profession and its successful practice.
- PMI establishes itself as the leading and respected advocate for the mature practice of project management integrated throughout organizations.
- PMI leads the evolution of the profession and the maturity of its practice.

When the Institute achieves its differentiation strategy, PMI will be seen as the foremost authority on the discipline of Project Management. It will be the primary source for the gathering and disseminating of Project Management Knowledge. It will be the organization chosen by the 'great minds' in Project Management to air their ideas. It will proactively offer forums for the exploration of the future of the profession.

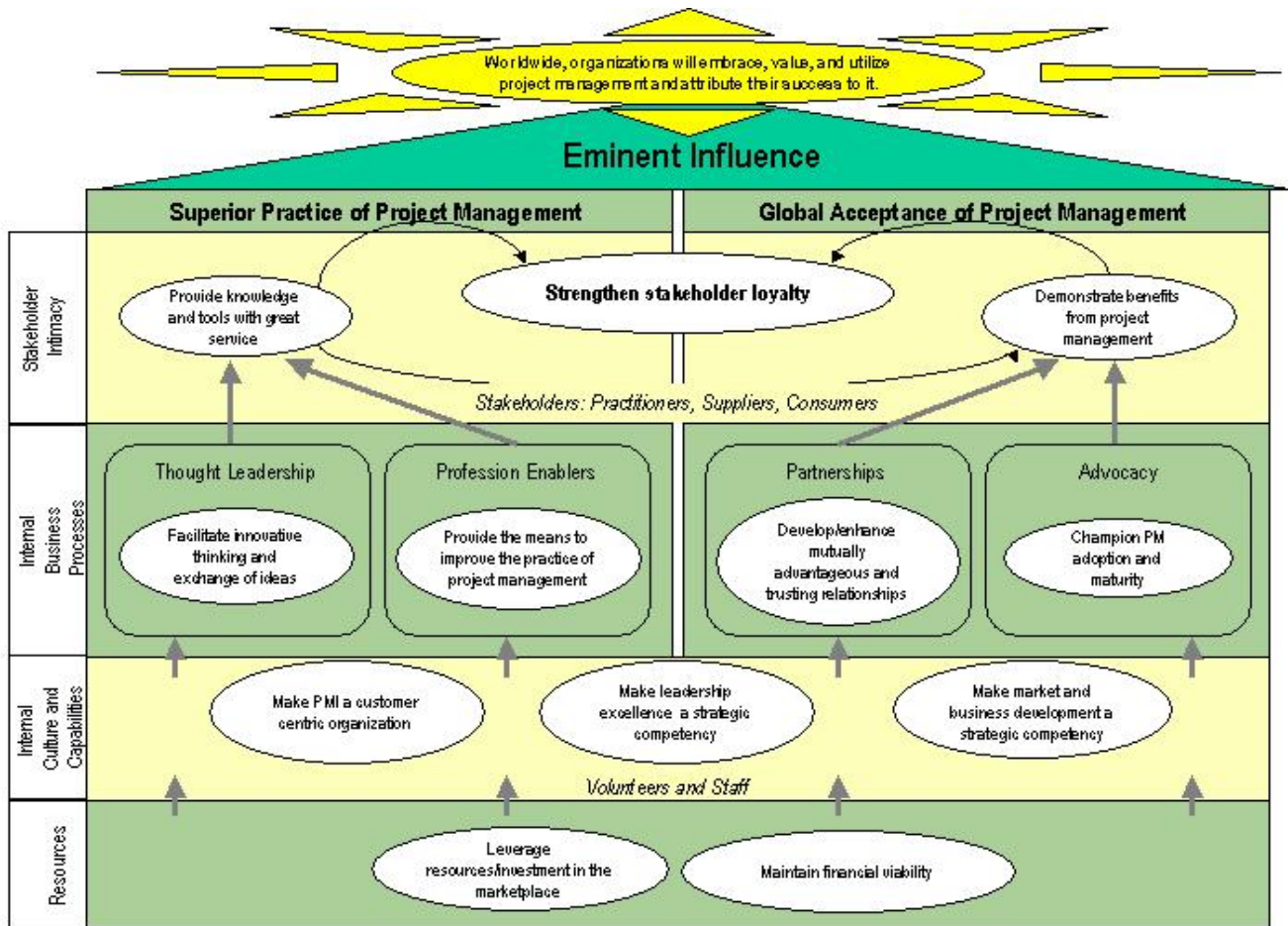
PMI will be considered an indispensable partner in defining the Project Management career path educationally and developmentally. PMI will be seen as the organization that sets the bar on education and training in project management, based on solid evidence of what constitutes the best project managers, best project management practices, and best organizational practices. Vendors of project management and related training will need to meet the bar set by PMI in order to be successful. Educational institutions will seek out PMI to define value-added research programs and to establish curricula, and project management will be a widely offered primary course of study.

PMI will have established individual and organizational buy-in for its envisioned future for Project Management, and at the same time will have demonstrated success in enabling a universal basic understanding of Project Management. The business value of project management, at both an organizational and individual project level, will be widely understood by the business world and by government agencies in all parts of the world.

## **GOALS, OBJECTIVES, AND MEASURES**

The following thinking represents PMI's long-range strategic guidance for the next 3-5 years. Progress towards the goals is measured, consistent with the strategy map below.

Strategy Map



### Strategic Objectives

Stakeholder Intimacy	Strengthen stakeholder loyalty – improve the value to each stakeholder to ensure satisfaction one customer at a time.
	Provide knowledge and tools with great service – to be viewed by stakeholders as an organization that provides what is needed to practice project management and that is “easy to do business with”.
	Demonstrate benefits from project management – provide organizations with demonstrated results of the benefits of project management to support adoption and continuance of project management practices.
Internal Business Processes	Facilitate innovative thinking and exchange of ideas – broadly drive and facilitate innovative thinking and exchange of ideas about all aspects of project management and related business practices and results.
	Provide the means to improve the practice of project management – provide practitioners suppliers and consumers with the means to continuously improve their ability to effectively and efficiently practice project management through knowledge, process, methodologies, tools, techniques and networking opportunities in order to develop themselves and the profession.
	Develop/enhance mutually advantageous and trusting relationships – PMI will develop/enhance trusting and vibrant relationships, alliances and formal/informal networks in order to influence organizations to adopt and utilize project management or assist in the further development or dissemination of project management knowledge and resources.
	Champion project management adoption and maturity – Through advocacy, PMI will improve the process of building and promoting the value of project management as it relates to achievement of strategic business initiatives (organizational results) to decision-makers.
Culture and Capabilities	Make PMI a customer-centric organization – create well defined and integrated service and delivery capabilities focused on achieving and enduring member/customer relationship.
	Make leadership excellence a strategic competency – create a model for developing a strategic competency in leadership excellence that would be based on a culture of learning, founded on respect and support for one another.
	Make market and business development a strategic competency – create a strategic competency that is focused on identifying and creating new market or business opportunities to meet the evolving and changing needs of stakeholders and the profession.
Resources	Leverage resources/investment in the marketplace – PMI will use all available resources (staff, volunteers, \$\$ and time) to capitalize on opportunities available in marketplace
	Maintain financial viability – PMI will maintain financial stability and organizational viability as a foundation to achieve strategic imperatives that advance the profession and provide value to stakeholders.