

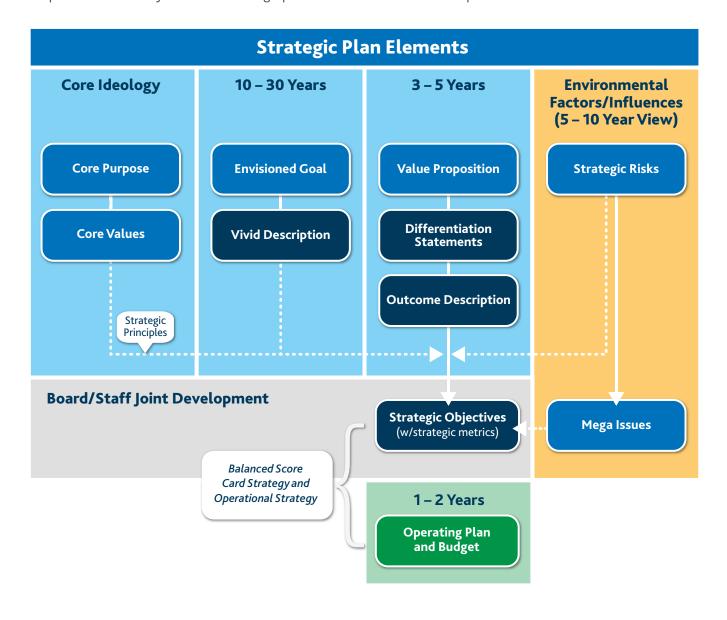
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OVERVIEW

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 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. The original framework used for the discussion was a proprietary Tecker Consultants (TC model of strategic judgments organized into four time-related horizons. During 2004, under the guidance of the Board Standing Committee in charge of Strategy Development, the PMI Board adopted a modified view of this framework which has helped them to identify the critical strategic plan elements. This framework is presented below.



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.

PMI'S CORE IDEOLOGY

The core ideology¹ 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.

Engagement

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

¹ Adapted from Built to Last, Collins and Porras, 1994.

ENVISIONED FUTURE (10 – 30 YEARS)

Envisioned future² 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.
 - Project management is utilized by organizations as a key driver in the execution of their strategy.
- 2. Project management is visible and globally recognized as a profession.

² Adapted from Built to Last, Collins and Porras, 1994.

STRATEGIC PRINCIPLES

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 shall use best business practices including project management where appropriate.
- 2. All products and services shall be supported with appropriate market research, a business case, and a life cycle management process.
- 3. Product/service life cycle activities shall 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 diverse project management community consists of groups of individuals or organizations that embrace the project management discipline, profession or career path, and another group of individuals or organizations that display an awareness or inquisitiveness about project management; recognizes that society-at-large is impacted by the practice of project management; and values the contribution of project management practitioners.
- 5. PMI shall primarily focus on activities/offerings that advance the practice of project management meeting diverse stakeholder needs.
- 6. 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. PMI shall support organizations in creating an environment to accelerate the implementation of strategy and achievement of the organizations' objectives through project management.
- 8. PMI must demonstrate creativity, flexibility, and agility in accommodating the needs of its stakeholders around the globe.
- 9. PMI's individual membership model supports the achievement of the Institute's envisioned goal. This may include the pursuit of relationships or community participation that supports PMI strategies.
- 10. PMI shall take actions and make decisions in a socially, environmentally, and economically responsible way.
- 11. PMI shall achieve its strategic goals through collaborative and competitive efforts.
- 12. PMI considers the users of technology-based forms of congregation and communication, such as social media, websites and knowledge portals, a strategic market. PMI shall be a leader in utilizing technology as appropriate to reach this rapidly changing segment.

- 13. PMI shall maintain a global brand through all aspects of the Institute. The global brand shall be extended to its operating centers and PMI communities. PMI shall ensure that its relationships with other organizations support the global PMI brand.
- 14. PMI shall advance the application of project management knowledge, concepts and theory by society-at-large, including through active support of educational practices and dissemination of project management related educational information.

STRATEGIC PLAN (3-5 YEARS)

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 thought leader and 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 toward the goals is measured, consistent with the strategy map below.



BALANCED SCORECARD (BSC) OBJECTIVES

Stakeholder Intimacy

■ Continuously Improve Stakeholder Loyalty - Build enduring relationships based on value with practitioners, consumers of project management services, and suppliers to the project management profession.

Internal Business Process

- **Expand Knowledge Sharing and Community** Be the source and resource for project, program, and portfolio management knowledge by fostering a vibrant and engaging community.
- Advance Product and Service Leadership Provide the means to improve the practice of project, program, and portfolio management by practitioners and consumers of project management services.
- Champion PM Adoption and Maturity Champion adoption and continuous improvement of project, program and portfolio management.

Culture and Capabilities

- Strengthen Results Orientation Strengthen ability to meet the needs and exceed the expectations of customers.
- Advance Leadership Continuity Advance leadership preparedness throughout the organization.
- Strengthen Global and Local Accountability and Decision-Making Extend decision-making across the global organization to ensure responsiveness to the needs of geographic markets.

Resources

■ Improve Organizational Viability - Improve organizational viability as a foundation to achieve the Strategic Plan.

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