

# Social Impact Statement 2025

Project Management Institute Northern Italy Chapter (APS)



Project  
Management  
Institute.  
Northern Italy

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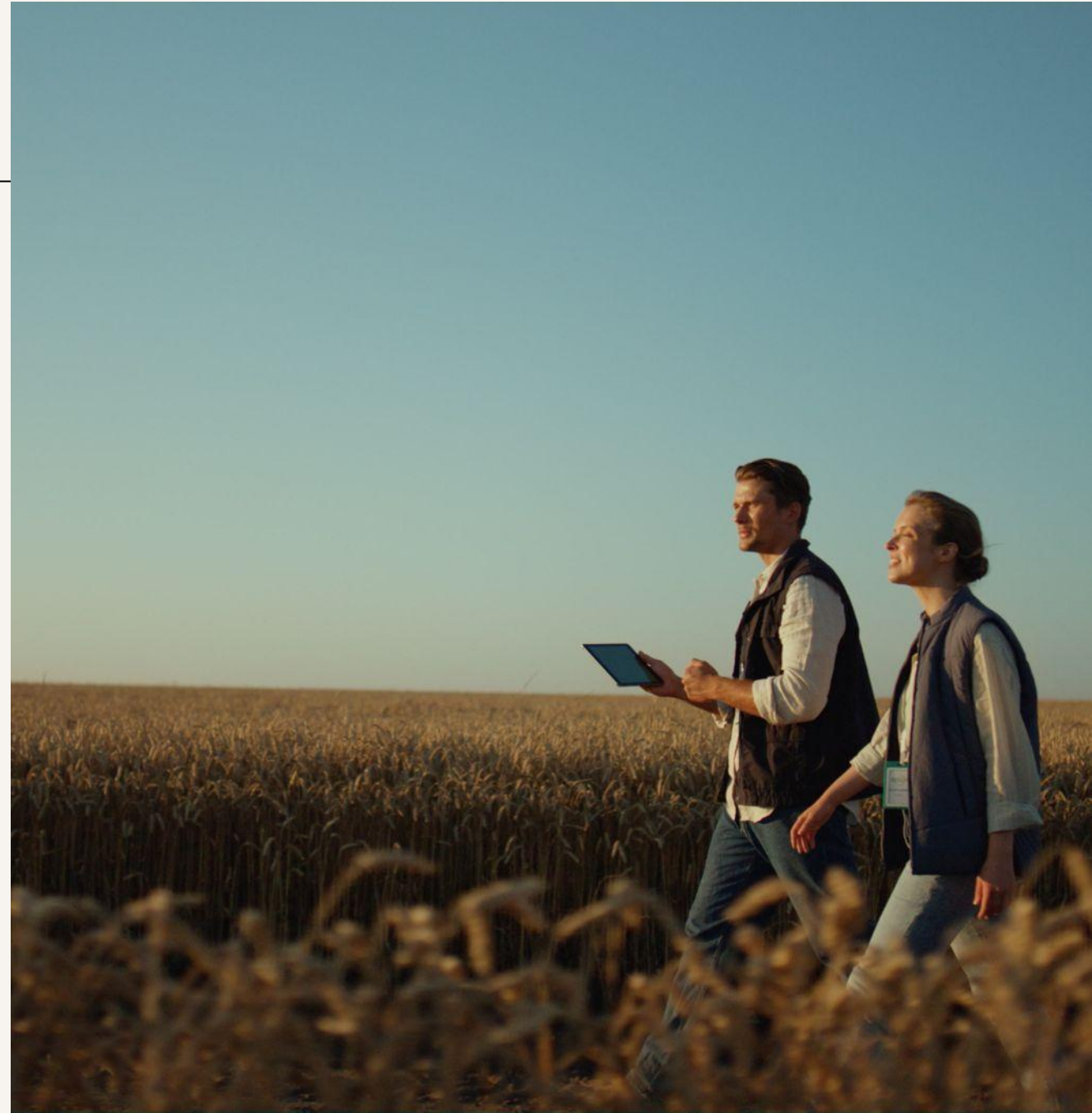
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# Message to readers

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This edition of our Social Report aims to show, on the one hand, the consolidation of the quality of the initiatives proposed by the Chapter and, on the other, **a change of pace** that we wanted to establish in terms of scale, with a substantial increase in both the initiatives themselves and the response from the community in terms of membership and attention to our activities.

2025 was a year of **experimentation**, with several completely **new initiatives** compared to the past, such as Communities of Practices, the Toastmasters club, and the creation of a Hackathon for Universities. The Chapter thus becomes a safe space for volunteers to propose ideas and offer them to the community, calmly taking note of feedback, whether positive or negative.

The expansion of our offering, but also the increase in the number of members and requests from PMI to increasingly monitor the various issues covered by the PMI:Next strategy, have also highlighted the need for a greater focus on the **sustainability** of everything we do: the creation of new support committees, the formation of work teams with distributed and shared leadership, and the recognition of moments of difficulty are all steps towards ensuring continuous oversight of initiatives while protecting the people who volunteer to carry them out.

This path of steady but sustainable growth is still evolving, but it already allows us to think big for 2026! Stay tuned!

Chiara Canavera  
President



# Stakeholders and objectives of the Social Report

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This Social Report is aimed at:

- our **members**, to illustrate the initiatives that our Chapter has implemented for their personal and professional growth, in a detailed and transparent manner;
- our current **volunteers**, to celebrate the commitment they have dedicated during this year; and future volunteers, who we hope will find an incentive to actively participate in the life of the association;
- other **non-profit organizations and associations** with a view to future collaborations;
- **professionals and companies working on projects** or intending to do so, so that they may find in PMI and the Chapter a point of reference for professional growth for themselves and their employees;
- **PMI** itself, to provide greater visibility of the results achieved.

A natural compendium of the Annual Plan, drawn up and shared with the PMI in the early months of the year, the Social Report reflects its objectives and summarizes the planned initiatives and results achieved.

It provides a direct and concrete representation of the association's organizational structure, its motivations, the services offered to its members and our professional community, and the commitment of its volunteers, providing an overview that cannot be gleaned from the financial statements alone.

# About us

# Identity and objectives

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**The PMI Northern Italy Chapter - APS** (hereinafter referred to as “PMI-NIC” or Chapter) **is a local chapter of the Project Management Institute**, Inc. (hereinafter referred to as “PMI”), and is separately registered as a non-profit association under Italian law. The Association is non-partisan and non-denominational, and bases its institutional and associative activities on the constitutional principles of democracy, social participation, and volunteer work. Since May 16, 2022, the “Project Management Institute, Northern Italy Chapter - APS” **has been registered in the Single Register of the Third Sector (RUNTS)** under no. 31506, in the Social Promotion Associations section.

Registered office: Viale Lazio 7, 20135 Milan  
VAT number 03862560962, Tax Code 9512793016  
<https://www.pmi.org/chapters/northern-italy>



The Chapter pursues the following non-profit objectives:

- **to promote the mission and objectives of PMI** in northern Italy;
- to increase the number and participation of members through actions aimed at membership, care, and retention;
- **to disseminate the principles and culture of project management** to public and private organizations, including but not limited to companies, universities, and professional associations;
- **to promote the professional growth** of members with initiatives aimed at consolidating project management skills in the reference territory;
- **to carry out initiatives and projects for the research and development of project management** culture with other Chapters and public or private organizations, including but not limited to companies, universities, and professional associations;
- to promote information regarding PMI certifications.

In addition to these, there are activities of general interest indicated in the Third Sector Code and, in particular, activities, including publishing, to promote and disseminate the culture and practice of volunteering, the promotion of a culture of legality, peace among peoples, and nonviolence.

# Our history

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The PMI Northern Italy Chapter was **established in 1996** by a group of project managers from the corporate, academic, and professional worlds. From the outset, it has distinguished itself as an **open meeting place**, capable of bringing together experience and expertise from different sectors, organizations, and geographical areas.

**The Vitruvian Man**, featured in the logo as an ideal of beauty and balance to aspire to, and the motto “**Passion and Professionalism**” have expressed the founding values of our community since its inception. A community that had 80 members at the beginning of the new millennium and reached **3,000 members in 2025**.

This growth path has been based on a high level of loyalty and a strong drive for innovation, which has resulted in initiatives that have received recognition at both European and global level. Among these, **in 2020, the title of Chapter of the Year** for “demonstrating the strength of our community at one of the most dramatic moments in the history of our territory and the ability to transform a constraint into an opportunity for experimentation and growth.”

Resilience, courage, and the willingness to interpret and develop the guiding principles and cultural values of the PMI on a local scale are the foundations that, on the eve of our 30th anniversary, mark the present and bridge the past and the future.





# Organizational structure and governing bodies

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The organizational and management structure of PMI-NIC is inspired by principles of organizational agility and sustainability.

PMI-NIC is represented by the **Steering Committee**, which has decision-making power over the Chapter's strategic, organizational, and operational choices, and is coordinated by **three Directors** supported by a variable number of **Deputy Directors** depending on the Chapter's operational needs and/or special medium/long-term initiatives.

Directors and Assistant Directors, freely chosen and **regularly elected** by the Members' Assembly, **work as volunteers**, without any direct or indirect profit motive.

The Executive Committee operates in accordance with the PMI Code of Ethics and Professional Conduct and the Internal Regulations. **Project-driven and joint work** are the cornerstones of the Executive Committee's activities.

The Steering Committee consists of seven members.

**President** Chiara Canavera, [president@pmi-nic.org](mailto:president@pmi-nic.org)

**Past President** Giusi Meloni, in office for six months after the end of her term as President, until July 2025

**Vice President of Organization and Processes** Fabio Rigamonti, [vpo@pmi-nic.org](mailto:vpo@pmi-nic.org)

**Vice President Treasurer a.i.** Chiara Canavera, [vpf@pmi-nic.org](mailto:vpf@pmi-nic.org)

**Assistant Director Branch Development** Giuseppe Stefanoni, [dir.branch.nw@pmi-nic.org](mailto:dir.branch.nw@pmi-nic.org)

**Assistant Director Communications** Andrea Ciolini, [dir.communication@pmi-nic.org](mailto:dir.communication@pmi-nic.org)

**Assistant Director Membership & Volunteers** Giorgio Villa, [dir.mem.vol@pmi-nic.org](mailto:dir.mem.vol@pmi-nic.org)

**Assistant Director of Professional Development** Valerio Pianella, [dir.pro.dev@pmi-nic.org](mailto:dir.pro.dev@pmi-nic.org)

The Committee met for one strategic Executive Board meeting and ten operational Executive Board meetings, with an average attendance of 88%.

To ensure regular operational oversight, the Executive Committee uses Survio as an online voting tool.



# Branch, Committees, and other assignments

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In accordance with the rules of the bylaws, the Chapter's organizational structure also includes the following non-elected positions:

**Branch Directors** who coordinate local initiatives in specific areas of reference. The Chapter has three Branches, each managed by a Director:

**North West Director** Massimo Longo

**North Center Director** Gianmaria Borgonovo

**North East Director** Luca Lonardi.

**The Electoral Committee**, composed of:

**President** Stefano Morpurgo

**Team** Elisabetta Borrini, Angelo Leva, Mara Scaggion.

**Ad hoc assignments on initiatives**, in support of the association's objectives and/or at the request of the PMI:

Ethics Mentor Michela Ruffa

**Assignments on project initiatives:**

**PM Podcast** Valerio Casalini

**PM Mediterranean Project** Maria Cristina Barbero

**UNI Representative** Stefano Zanantoni

**Interchapter working group** contact person on Artificial Intelligence in Project Management Davide La Valle

**Interchapter working group** contact person on raising awareness of the climate emergency Sandra Finotti.

# Code of Ethics and Conduct

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**Membership in the association is voluntary and open** to anyone who meets the requirements and is interested in promoting the association's goals, without distinction of race, creed, color, age, sex, marital status, nationality, religion, or physical or mental disability.

The **procedures** for appointing and electing officers and volunteers **are free from discrimination** on the basis of race, color, creed, sex, age, marital status, national origin, religion, or physical or mental disability.

The PMI-NIC Steering Committee **may decide on disciplinary measures** against members of the Steering Committee who are responsible for acts, even if not direct, against the Chapter and/or who oppose its social activities, damage its image, or disrupt the work of the Committee itself.

All PMI-NIC members are bound **to comply with the PMI Code of Ethics and Professional Conduct**, which identifies four core values: Respect, Responsibility, Fairness, and Honesty.

In case of doubts regarding professional ethics, members can refer to the **Ethics Mentor (E-Mentor)**, established in 2016, who also plays a role in guiding and disseminating the values expressed in the PMI Code of Ethics and Professional Conduct.

In addition, PMI-NIC members have a duty to:

- adopt behavior consistent with the spirit and purpose of the Association, protecting its name, as well as in relations between members and between members and corporate bodies;
- comply with the Articles of Association, any internal regulations, and resolutions adopted by corporate bodies.

# Cultural values

The cultural values of PMI, which we embrace as a Chapter, reflect the agreement we make as a community of members and volunteers in terms of actions, thinking, and behavior.

## We seek simplicity

It's easy to relate to us.

When situations slow us down, we find a better way forward.

We prioritize the most important impact and take the most direct path to achieve it.

## We aim higher

In our work, we set very high quality standards to create maximum impact in the SME community.

We lead by example, thinking long term and acting short term.

We fearlessly take responsibility for what we do, knowing that every action counts.

## We are welcoming

We offer everyone a real sense of belonging, because our differences make us stronger.

We act with humanity, showing care, empathy, and respect for the needs of others.

We assume good faith and seek to understand, not judge.

## We embrace curiosity

We are always looking for better ways to serve the PMI community.

We view challenges as opportunities to innovate, and we seize them.

We are able to take a “fail fast” approach to doing the right thing.

## Together We Can

We build deep relationships based on trust, which help us to accomplish our mission together.

Our shared goal enables us to unite the community and move forward together to make a difference.

We act in line with our global objectives, but our impact is felt at the local level.



# OUR COMMUNITY



# Highlights



## Members

**3.036+**

**Members 31 dicembre 2025**

(+7,3% in media)

**11** NIC-Mate for **115** members

**5.978**

**trees in the forest PMI-NIC**

(+1.802)



## Volunteers

**165**

**active volunteers during the year**

(6% of the membership base)

**4.684**

**Volunteers hours**



## Followers

**8.245**

**follower LinkedIn**

(+985)

**6.100+**

**subscribers to the email newsletter**

**3.850+**

**subscribers to the newsletter The Link**

**245+**

**posts on social media channels**



# Our Members

# Members and Meetings

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In January, PMI-NIC organizes its **Annual Members' Meeting**, during which the final financial statements, social report, and annual plan are presented. The results of the elections for the members of the Executive Committee are also announced.

The Annual Members' Meeting was held in person on **January 31, 2025**.

During the Annual Members' Meeting, the final financial statements (mandatory under our bylaws) and the social report for the year 2024 were approved.

Voting took place electronically in accordance with democratic principles: each member has the right to one vote of approval, disapproval, or abstention.

When necessary, PMI-NIC may also convene an extraordinary general meeting (EGM). In 2025, the Meeting also had an extraordinary part in order to **approve the statutory changes** requested by PMI to adapt to the new membership model that will come into force in February 2026.

## HIGHLIGHTS

Participation AGM 2025  
**185 Members**

Members number in 31/12/2025

**3.036**

average members in 2024

**2875+**

**+7,3% from the previous year**

# Initiatives dedicated to Members

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## NIC-MATE

Initiative launched in 2022 to **support new members** in discovering the Chapter's community life.

New members are offered the support of a “Mate,” or a member who, thanks to their experience gained through active participation in our community, makes themselves available for a period of three months (renewable) in order to:  
illustrate the possibilities offered by PMI-NIC  
involve them in the proposed initiatives  
support their entry into the PMI community.

## HIGHLIGHTS

**11 Mates** active in December 2025

**115 New members mentored** in 2025, of which 25 were activated in 2024 but with mentoring completed in 2025, and 26 were activated in 2025 with mentoring continuing into 2026

The “Mate” program has been included as a **best practice** example, with numerous references to the activities carried out by our Chapter, in the New Member Onboarding Guide V1.09.24 released by PMI in implementation of the new PMI Next strategy.



## NIC4JOB

Through the NIC4JOB initiative, PMI-NIC acts **as a free channel for disseminating job offers** in the field of project management at the request of interested companies.

Anyone aware of a job offer in the field of project, program, or portfolio management at their company can send it to the Chapter to promote it in an exclusive newsletter dedicated to its members.

## HIGHLIGHTS

**4 job offers**



# The PMI-NIC forest

The initiative to plant a **tree for each new member who joins**, launched in 2021 to mark the 25th anniversary of the Chapter's foundation, continued in 2025, **extending the gift to speakers** at our events.

This project is a concrete expression of PMI-NIC's commitment to a sustainable future.

This year we supported



Preservation of Mt. Elgon Ecosystem, Uganda

★★★★★ 1 recensioni

Our project works with over 54k local farmers in the Mount Elgon region to grow trees and build sustainable livelihoods. Uganda has lost at least 12% of its tree cover since 2001, threatening both the environment and local communities. By focusing on forest restoration and reducing the need for logging and unsustainable agriculture, we work to reverse this trend and protect the land for future generations.

## HIGHLIGHTS

**5,978 Total trees planted**  
+1,802 during the year

**5.97 Hectares**  
**Total reforestation**  
+1.8 during the year

**1,712 tons**  
**Total CO2 captured**  
+900.05 tons during the year



# Our Volunteers

# Volunteers

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**Volunteers** are individuals who share the Association's goals and who, of their own free will, offer their services in a personal, spontaneous, and unpaid manner, without any profit motive, even indirect, and exclusively **for the purposes of solidarity**.

**All positions and activities within the association are carried out by volunteers** who must be active members of the Chapter.

In addition to the social positions, Branches, Committees, and ad personam assignments described above, the volunteer group consists of:

**Chapter operations management team supporting the Board's departments:** Finance, Communication, Membership & Volunteers, and Professional Development;  
**Project team;**  
**Branch support team.**

All volunteers have the mandatory insurance coverage required by Legislative Decree No. 117 of July 3, 2017, "Third Sector Code":art.18.

## HIGHLIGHTS

Number of volunteers active during the year:

**165**

For a total of 205 assignments  
(given the restriction of a maximum of 2 simultaneous assignments per person)

Incidence of volunteers on a social basis:

**6%**

**4.684**

hours of volunteer work dedicated

# Initiatives dedicated to volunteers

## THE BASKET OF TIME -

One of the primary objectives of this Social Report is to highlight and promote the commitment of our volunteers, which does not appear and is not perceived in the Financial Statements alone.

This tracking initiative aims to **objectively quantify the hours that volunteers individually dedicate** to various initiatives, defining a method that **guarantees anonymity and self-determination**.

The data from the “Time Basket” is collected by team but evaluated cumulatively.



## DEDICATED EVENTS

Every year, activities dedicated to the growth of volunteers in the Chapter are organized.

In 2024, the dedicated **V-Space** program was launched, which in 2025 produced two virtual plenary meetings in May and November, conducted interactively and focused, the first on the presentation of the 2025 Annual Plan and the latter on the objectives of the 2026 Annual Plan.

During the year, a Google Chat channel was also activated for volunteers to interact directly and report events and opportunities.

## KUDOS

Some volunteer positions play important roles in the life of the Chapter but are not visible to the outside world because they are back office functions: administration, membership management, volunteer management, etc.

For this reason, the Chapter periodically expresses its gratitude to these teams of volunteers through “kudos” published on social media channels.

# Our Followers

# Our Channels

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In 2025, the Chapter launched its **new PMI marketing strategy**, which led to a complete overhaul of all communication templates, from social media posts to newsletters and presentations.

**Email** remains our primary communication channel, but in 2025 we consolidated our presence on all **social media platforms** to communicate initiatives, events, job offers, and project management content in a timely manner.

Among the various channels, the one with the largest following is [LinkedIn](#), while the Chapter's presence is still guaranteed on [X](#), [Facebook](#), [Instagram](#) and [YouTube](#).

[Our newsletter](#)

## Highlight Newsletter

**6.100+** subscribers (+626 YoY)

## Highlight LinkedIn

**3.850+** subscribers “The Link” (+500 YoY)

**2.100+** subscribers “The Hub” (+200 YoY)

**245+** posts (+100 YoY)

**8.245** follower LinkedIn (+985 YoY)

**7095** reaction (+3.2k) e **325.000+** impression (+100k YoY)

YoY = Year-over-Year



# Website

The PMI-NIC website is hosted on the PMI.org platform and has the same look and feel, creating continuity in navigation.

The site showcases all the activities, actions, and projects that PMI-NIC carries out not only for Chapter members, but also in cooperation with other Italian and international Chapters.

<https://www.pmi.org/chapters/northern-italy>



## Highlights

### Net Zero Website

A smart button automatically offsets all CO2 emissions generated by the website by planting the necessary trees in our forest to compensate for these emissions.



# Our Goals



# Highlights of our initiatives

## Events

**12 Lunches**

Average of 260+ participants

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**6 Webinars + 4 replays**

Average of 230 participants

**10 AperINIC events**

held throughout the country

**Progettando**

200+ participants

**Light Up**

150+ participants

## Disclosure

**14 Podcast**

Average of 674 participants

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**35 articles**

The Hub

**Light Up**

200+ Subscribers

## Projects

**FEMP@NIC**

Female EMpowerment Program

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**2 Community of Practices**

**Hackaton e Paper AI**

Collaboration with DATA Management Italy



**Optimize Chapter capabilities  
by meeting local needs and  
increasing member  
engagement**

# 1/ Italy Chapter National Forum of Project Management PMI-NIC in 2026

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The National Project Management Forum is a **joint event organized by PMI Italy Chapters**, which includes PMI-NIC, PMI-CIC, and PMI-SIC.

The format involves the organization of a national event, organized on a rotating basis by each of the three chapters in their respective territories.

After years of the pandemic, during which the virtual format was trialed, the event returned to an in-person format in 2023, the latest edition of the Forum organized by PMI Northern Italy Chapters, in Bologna.

In 2026, PMI-NIC will be in charge of organizing the event, which will be our association's main event of the year. We will celebrate the importance of **project managers** as guides for the organizations they work with.

The event will take place on **Friday, June 19**, in **Turin**, at the **Lingotto conference center**.

The title of the Forum is **Steering the Future** and it focuses on the evolution of the role of the PM, how it has changed over time, the future direction of the profession, the challenges it faces, and the tools it has to address them.

## **OBJECTIVES and numbers for Forum 2026:**

500+ participants

10+ sponsors

32 volunteers from the 3 Italian Chapters

8/10 presentations



# 2/ Progettando

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Progettando is a historic PMI-NIC event, which we wanted to relaunch so that it could become the Chapter's main annual event.

Following a dedicated study aimed at defining the criteria for scalability from a Branch event (as originally conceived) to a

Chapter event, we arrived at a more precise focus for the format, based on project stories told by those who carried them out;

- a new logo
- a joint organizing team from the three local branches, led by the host branch
- a symbol (the PM torch) that served as a common thread throughout the year

The event proved to be an intense day of ideas, networking, and inspiration, with a social impact aspect through the partnership with “Il Pozzo dei Desideri” (The Wishing Well).

## HIGHLIGHTS

- 200+ participants
- 1,500km traveled by the PM Torch, a journey symbolizing unity
- 100+ photos with donations going to projects in Malawi



# 2/ Progettando



# 3/ The Hub

The initiative is a **showcase for in-depth analysis** of topics of interest, open to both members and the public.

This year, the editorial committee has developed a range of topics:

- Leadership and strategy
- Artificial Intelligence
- Change management
- PM's Prospective

Contributions can range from technical content to the sharing of work experiences and sustainability.

The blog is open not only to the editorial committee, but to all members who wish to connect their ideas to projects.

In addition, this year we have also hosted articles in English, opening ourselves up even more to new ideas.



## HIGHLIGHTS

30 articles and 5 AI specials published. Some examples:

- Agile Come uno Scoiattolo
- Mastering Strategy
- Metti una sera a cena con ... Malefica!
- Generative AI Skills Empowering
- Gestire Stakeholder difficili: Strategie per trasformare conflitti in collaborazioni
- L'intelligenza Artificiale nella gestione dei rischi di progetto
- Il Project Manager come Alchimista del cambiamento: Trasformare la cultura aziendale oltre i confini del progetto
- Quando lo sci incontra il Project Management: lezioni da Aksel Lund Svindal e Lindsay Vonn
- Può un algoritmo suonare il Jazz
- Rock star o precursori agilisti ante-litteram (o entrambi)
- Prima "Lesson Learned": sapere non è niente in confronto al fare!
- Develop People ... or Die! L'evoluzione delle competenze come chiave di sopravvivenza aziendale
- Lo Zen e l'Arte della manutenzione della motocicletta
- C'era una volta un progetto: lo Storytelling nel Project Management
- Dynamic Scheduling dei progetti per Navigare la complessità nella Gestione dei Progetti
- La negoziazione nel PM: una competenza da dominare
- Leadership Condivisa: come favorire l'autonomia e il coinvolgimento del Team
- Decodificare l'informazione: il pensiero critico come guida per idee chiare
- Gestire il Rischio ... emozionale! Come un PM può prevenire frustrazioni e insoddisfazione
- Globalizzazione di Team Remoti
- Dal Progetto al Successo: Il Ruolo del Project Manager nel Customer Success Management
- Madonna Case Study: Business Strategy della PopStar che elude la competenza su voce e canto

# 4/ Project Management on the go

Launched as an initiative in 2017, the PMI-NIC “Project Management on the Go” (or **PMOTG**) podcasts are a well-established feature of our Chapter.

They are published monthly on the main distribution platforms:

- Spotify
- Apple Podcasts
- Google Podcasts
- Podcast Addict
- Spreaker
- YouTube



## Highlights

### 14 episodes:

- *Il Project Management al tempo dell'AI*
- *How to thrive in VUCA*
- *Collaborazione e negoziazione*
- *Leadership*
- *Project Management & Strategy Execution*
- *Vado in Africa*
- *Marketing digitale e reputazione professionale*
- *Workplace bullying*
- *L'approccio DevOps*
- *AI da zero a mille*
- *Leadership e facilitazione maieutica*
- *OneBra, un progetto di innovazione nel sociale*
- *Echi da Los Angeles, PMI Global Summit 2024*
- *How Project Manager and Change Manager can work together for the greater good*

**Average listeners per episode: 674**  
**+20% compared to the previous year**

# 5/ The LINK

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The LINK is the **PMI-NIC LinkedIn newsletter** launched in March 2023.

The purpose of The LINK is to present and promote in a centralized manner all the contributions that the Chapter develops for its members and for project professionals in general.

Each edition presents not only upcoming events, but also blogs and podcasts of particular interest, as well as a curated selection of past but still relevant events, available in PMI-NIC's extensive video library on YouTube.

In addition, news and opportunities specific to the Chapter are presented.

## Highlights:

**12** editions:

- *Notizie utili*
- *I podcast da Ascoltare*
- *Prossimi Eventi*
- *Eventi dal PMI e Chapter vicini*

Subscribers: **3.850+**



# 6/ Lunch with NIC

An **exclusive format** created in 2020 to address the advent of the pandemic, characterized by its short duration (30 minutes) and typically scheduled on Wednesdays during the lunch break (1:30-2:00 p.m.).

This year, we offered 12 events with an average of over 260 participants per event, aligning the content with SME **megatrends**: Artificial Intelligence, Climate & Sustainability, New Ways of Working, Economic Shifts, and Construction.

The “Lunches” continue to be the Chapter's **strong point in terms of virtual events**, consolidating their role as an agile space for exploring the most current topics in project management.



## HIGHLIGHTS

### 12 events with an average of 260+ participants

- *Gestione efficace dei costi industriali*
- *Green Project Management*
- *Decisioni imperfette*
- *L'eccellenza è nei prossimi 5 minuti*
- *Community of Practice: iniziativa AI*
- *Appunti da Barcellona*
- *The Importance of Executives Training on Project Sponsorship*
- *Per-formare nei progetti, oltre i KPI*
- *Migliora la tua comunicazione con Toastmasters*
- *Progetto Whitepaper AI \_PMI NIC - DAMA*
- *Bridging the Gap - empowering AI success*
- *Construction & Agile*

# 7/ Webinar

The 60-minute **evening format** is broadcast on Wednesdays from 6:00 p.m. to 7:00 p.m.

The extra time available allows us to tackle more complex topics: this year, six episodes explored themes related to SME **megatrends** such as Artificial Intelligence, Climate & Sustainability, New Ways of Working, and Geopolitical Instability, with a look at the emerging frontiers of Project Management and the launch of the new AI and LENS Communities of Practice.



## HIGHLIGHTS

### 6 events:

- *La sicurezza fisica e dei viaggi nei progetti internazionali*
- *Intelligent Failure in Projects*
- *Il Lato Oscuro del Project Management: Etica, Sostenibilità e Dilemmi Morali*
- *Quantum Project Management*
- *Presentazione Community of Practice LENS - Lessons Learnt from Next Scenarios*
- *PMI e AI - Dal presente al futuro*

Average: **230**

# 8/ SummerNIC

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During **August**, the Chapter re-airs recordings of the year's most successful events to maintain a presence and stay in touch with members even during the holiday period.

This year, we re-aired four selected lunches, focusing on **New Ways of Working** and **Sustainability**.

Although participation is naturally lower than at other times of the year, it remains significant and shows that our members appreciate the Chapter's continuous presence throughout the year.



## HIGHLIGHTS

4 reruns

- *Project Gardening*
- *La cooperazione è mediazione*
- *L'eccellenza è nei prossimi 5 minuti*
- *Per-formare nei progetti, oltre i KPI*

Average subscriptions: **110**

# 9/ AperinIC

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The local representatives of the Branches have resumed planning a number of **in-person meetings**, which combine a presentation of content with a **strong networking component**.

In order to ensure adequate moderation and encourage effective interaction among the members present, the maximum number of participants has been deliberately limited.

Events have been planned both as AperinIC gatherings for members and as events at local companies to raise awareness of best practices in project management.

Starting this year, AperinIC gatherings have been linked to the journey towards Progettando, hosting the NIC Branch Torch.

## HIGHLIGHTS

### 10 events

*3 eventi nel Branch North West*

*3 eventi nel Branch North Center*

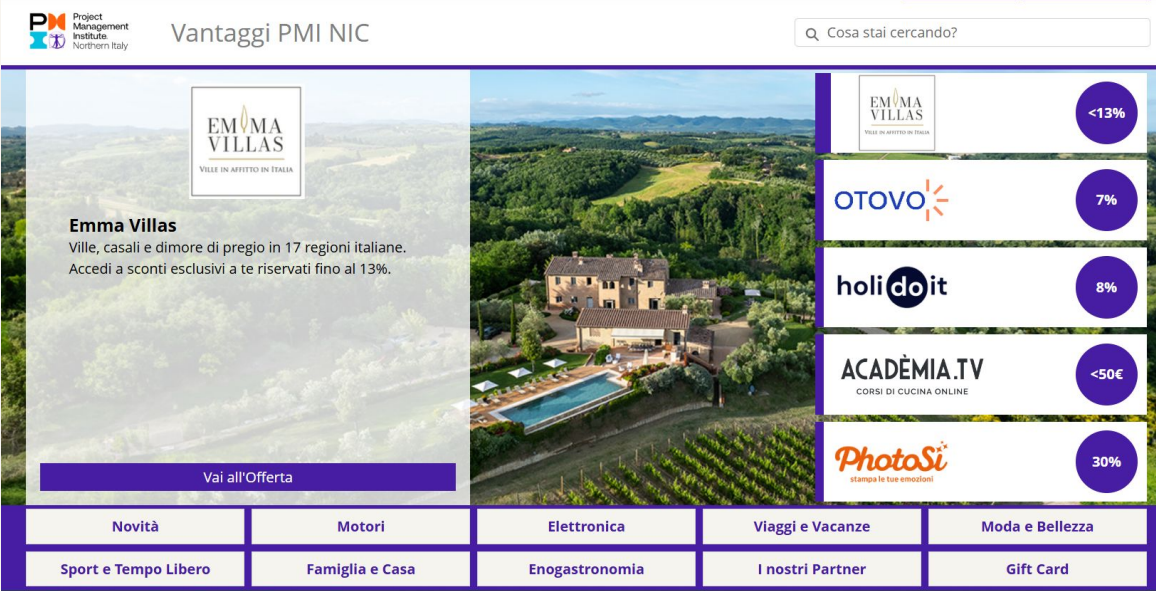
*2 eventi nel Branch North East*



# 10/ Members Affinity Program

To give members greater value and benefits, a partnership has been established with a loyalty portal, offering the Chapter community a range of discounted services covering various areas, from electronics to travel and leisure to online shopping.

The portal is constantly updated and also allows users to purchase gift cards at discounted prices.



**Engage members by sharing knowledge and experiences on key topics through the creation of interest groups and research projects.**

# 1/ FEMP@NIC



**FEMALE EMPOWERMENT PROGRAM** was born from the idea of bringing to Italy a program conceived in the German Chapter in 2022, replicated together with the UK Chapter in 2023, and presented in the same year at the European Leadership Institute Meeting in Lisbon. The Italian format was approved and launched in 2024.

It is a space where a group of female project management professionals (also open to non-PMI members) discuss and address gender gap issues, seeking to identify personal paths and proposals for the association and companies, with the aim of contributing to the reduction of gender inequalities.

This first edition was managed by **5** volunteers and involved **20** participants, developing along two parallel lines:

- **Peers meetings**, four teams of participants who met during the project to develop certain topics together
- **Empowerment cafés**, 3/4 meetings moderated by expert speakers on topics chosen together (female leadership, role models and stereotypes, gender conflict management, overcoming imposter syndrome, softening the world of work, discrimination in language, managing work-life balance)

The program ended in October 2025 with a retrospective and a proposal to offer Giving Back initiatives aimed at all members (e.g., The Hub articles or webinar presentations). In addition, the foundations were laid for a FEMP space managed jointly by the three Italian chapters, which was expanded in 2026 to include interested male members of the public.

# 2/ Toastmasters Club “Lead & Speak”

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Toastmasters is an international, non-profit organization founded in 1924 with over 16,000 clubs worldwide.

PMI-NIC has decided to launch a club dedicated to Chapter members in order to develop public speaking, leadership, and interpersonal communication skills. The method is not training-based, but rather based on the concept of “learning by doing” and rotating roles at each meeting.

The goal is to provide members with a safe and friendly space in which to interact with their peers and receive feedback, with the support of Toastmasters Mentors.

Members of the “Lead & Speak” club meet online every second and fourth Thursday of the month.



# 3/ Community of Practices (CoP)

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## COMMUNITY OF PRACTICE

In September 2024, a survey conducted on a sample of Chapter members highlighted a strong interest in professional development activities through in-depth study of project management issues, the creation of opportunities for exchange between professionals, and, more generally, networking opportunities among members.

The Membership & Volunteers Director took this expression of interest on board, translating it into the definition of a Community of Practice: a meeting place for PMI-NIC members and other PMI Chapter members interested in a topic related to Project Management.

In early 2025, the rules and operating procedures of the CoP were defined and presented to members in a webinar in May 2025.

A CoP aims to generate, share, and disseminate knowledge for the benefit of the wider community of those interested in Project Management and draws inspiration from the cultural values of PMI.

Each CoP independently defines its scope, operating procedures, and deliverables.

The CoP is focused and specific, to prevent overly generic topics that are not goal-oriented from causing participants to lose energy and focus after their initial enthusiasm has waned.

The activation of a CoP involves drafting a manifesto that must be validated by the Steering Committee and presented to members. The Steering Committee identifies the Community Leader who will act as facilitator of activities, coordinator, and point of reference for the SC.

Participants join the CoP by offering their time and know-how and initially define the commitment they feel able to make: either as a Contributor, who is responsible for executing the deliverables defined in the CoP, or as a Supporter, who provides support.

Given the novelty of this operating mode, with which the Chapter had no previous experience, it was decided to launch the first CoP in a guided manner, choosing Artificial Intelligence as the theme, which has always attracted a great deal of interest in all events on the subject, and entrusting the role of Community Leader to the Chapter's AI Representative.

# 3/ Community of Practices (CoP)

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## CoP AI

Building on the success of previous AI-themed events and feedback from the fall 2024 survey, the first CoP was presented to members in May 2025 and launched in June and July.

The approach was prototypical because, although rules and operating procedures for CoPs had been defined in the PMI-NIC, there was no previous experience to draw on.

The CoP was a great success, with 60 members who, under the guidance of Community Leader Davide La Valle, organized themselves into six working groups:

- Practical Applications, Tools, and Use Cases
- Content Development and Knowledge Management
- Ethics, Regulation, and Risks
- Training and Knowledge Dissemination
- Methodologies, Frameworks, and Guidelines
- Impact Analysis, Trends, and Strategic Value

Each group has defined and is delivering its own deliverables, including webinars, articles published on The Hub, tool libraries, courses, etc.

The work plan launched in 2025 already includes additional releases and deliverables that will cover a large part of 2026.



## CoP LENS

In November 2025, work began on establishing a second CoP, Lessons Learned from Next Scenarios (LENS), proposed by Dario Morandotti with the aim of exploring scenarios for the evolution of the project manager profession over time horizons extending to 10 and 25 years. A distinctive feature of this CoP is its international approach at EMEA level: the idea behind the CoP was presented to the EMEA Chapters, garnering numerous expressions of interest and willingness to participate (currently, nine participants from six European Chapters have joined).

Another distinctive feature of the LENS CoP is its preliminary feasibility study phase, which, if successful, will be followed by the actual study and design of future scenarios.

Operational activities are expected to begin in early 2026.

## Other CoPs

In the last few months of 2025, further CoP proposals were explored, which will be finalized in 2026.

**Strengthen relationships with  
institutions and organizations**

# 1/ DAMA: Success factors in an AI initiative: Data governance and Project Management



This year, we have strengthened our partnership with the Italian Chapter of Data Management (DAMA), launching two strategic projects designed to inspire and train the next generation of professionals in the fields of Project Management and Data Management. These projects represent a step forward in our commitment to developing high-level skills in key areas such as Project Management and Data Management, creating a bridge between academic training and the needs of the professional world.

## 1. Young Professional

Objective: To prepare STEM students in their final years of study to successfully manage complex projects, integrating project management skills with an innovative approach to data management.

Initiative: A hackathon to be held directly in the classroom during the 2025-2026 academic year, during which students will tackle practical challenges related to the project life cycle, apply data management and analysis tools and techniques, and develop solutions based on real cases, promoting experiential learning.

Results: Partner universities are currently being scouted. The University of Pavia and the Polytechnic University of Milan have declined, while the University of Modena and Reggio Emilia is awaiting confirmation. At the same time, in collaboration with SIC, scouting activities are underway at universities in southern Italy.

## 2. White Paper su Artificial Intelligence

Objective: To analyze and describe the key factors that determine the success of an Artificial Intelligence initiative, from the dual perspective of data governance and project management, laying the foundations for shared standards and best practices.

Initiative: A technical and strategic study on the integrated application of Project Management and Data Management in the management of complex projects in the field of AI.

Results: The project produced two white papers and two events. In May, an intermediate workshop was held with 20 experts, including professors and entrepreneurs in the field of AI. The final event in Milan was attended by about 50 people in person. The project is currently being finalized; possible future developments such as translation into English, new white papers, or additional events are being evaluated.



## 2/ Light-up

The idea behind the LightUp 360 format was **originally conceived by Paolo Birsa of the PMI Northern Italy Chapter.**

It is a collection of **6-minute (360-second)** presentations on topics related to project management, open to all members who wish to participate, from which a “winner” is chosen by direct vote of the participants.

The first edition took place in Gorizia in 2014 between PMI-NIC and PMI Slovenia. Over the years, the format has opened up to **collaboration with additional chapters** on the border of northeastern Italy, Croatia, Austria, and Hungary. Since 2020, LightUp has been held virtually.

After a two-year hiatus, in 2025, PMI-NIC wanted to restart and regenerate LightUp 360.

This year's theme was: “Human Capital: The Engine of Project Success.”

LightUp represents an opportunity to share practical knowledge, experience, and best practices of PMs, and to develop one's network of contacts in a multicultural international environment.



2025 edition: 150 participants

# 3/ Networking with PMI-NIC

- The **network of relationships** is a critical success factor for the mission of PMI-NIC, which promotes the dissemination of project management culture in our territory and the professional development of our community.
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- With this in mind, various initiatives and projects have been launched, including:
- the renewal of collaboration agreements with associations similar to PMI, such as DAMA Italy and GUFPI-ISMA;
- sponsorship of the Order of Engineers of Trento;
- sponsorship and outreach activities at universities and business schools.

In Italy, within the PMI Italy Chapters federal agreement with our counterparts in central and southern Italy, the PMI Central Italy Chapter and **PMI Southern Italy Chapter**, we would like to highlight in particular:

- the National Project Management Forum organized by PMI-SIC in June in Bari;
- the Inter-Chapter Standards Committee, which deals with issues relating to PMI standards.



# 4/ The PMI-NIC in the global network

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We collaborate continuously and actively with other PMI chapters and with PMI itself.

**At the global level,** we would like to highlight our participation in:

- the European Summit in Barcelona
- the Global Summit held in Phoenix
- the President Meeting in Budapest

**At the European level,** we would like to highlight:

- the sharing of best practices with our European colleagues;
- the promotion of events organized by other chapters, with tickets distributed to members and volunteers when free participation is offered.



# 2026 Goals

# Strategic objectives for 2026

1

## Maintaining exceptional quality

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CONSOLIDATE our service to the community with initiatives that pursue the highest quality and a high level of member involvement.

2

## Expand the network

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CULTIVATE our network of relationships to act as a two-way bridge between members, SMEs, other chapters, organizations, and academia.

3

## Addressing innovative topics

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EXPLORE new trends in the profession to support members' professional growth throughout their careers

[hello@pmi-nic.org](mailto:hello@pmi-nic.org)

[www.pmi.org/chapters/northern-italy](http://www.pmi.org/chapters/northern-italy)

