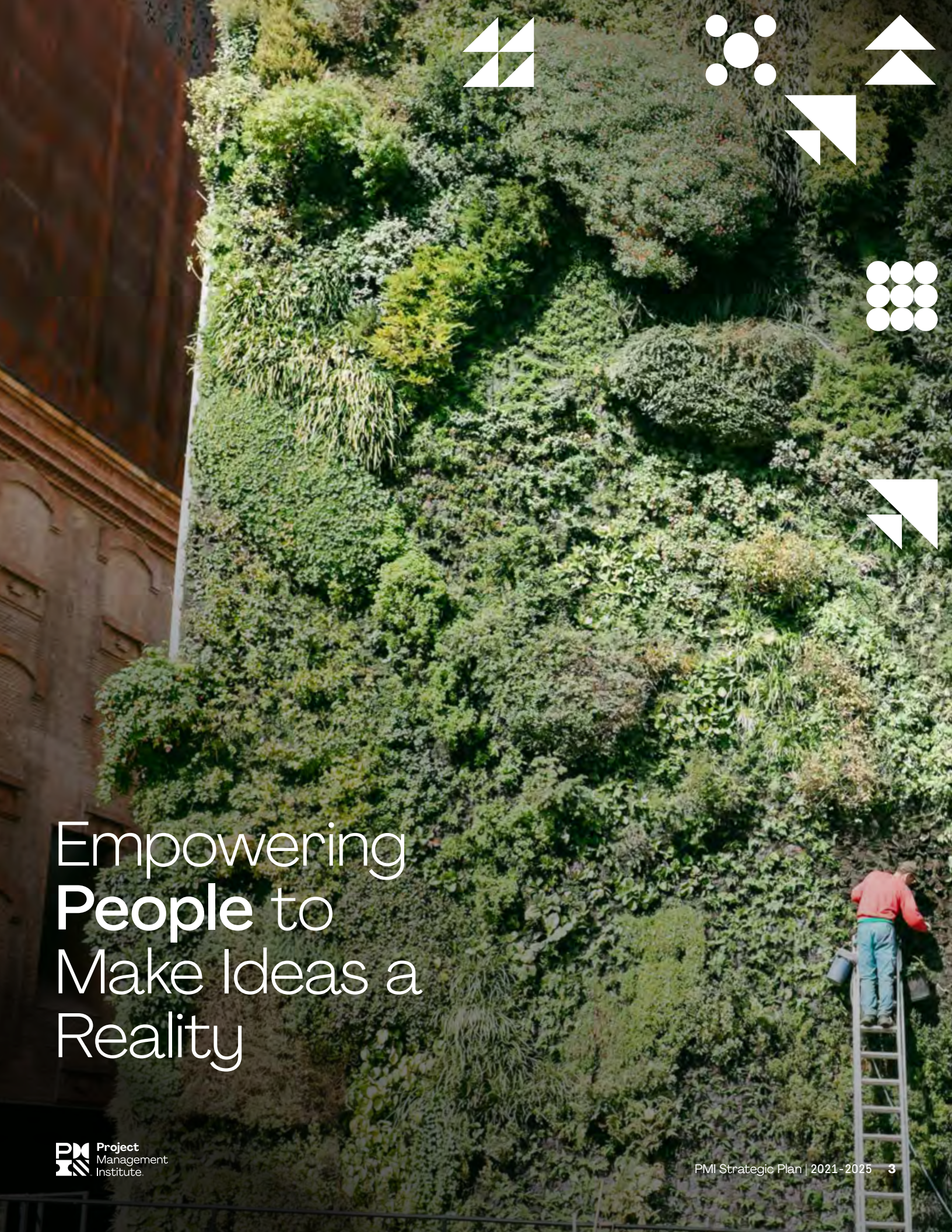




Shaping the Future— Together



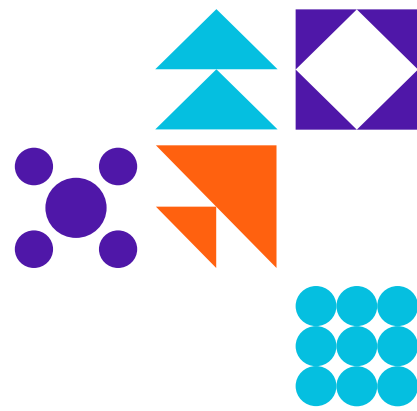


Empowering **People** to Make Ideas a Reality



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Letter from the Board of Directors

Disruptive change is now a reality in our daily lives. As demonstrated by the COVID-19 crisis, change is accelerating in ways that have serious implications for everyone on the planet. It can come so quickly that it can disrupt the very core of organizations that are not ready for it. Therefore, we must **all** be proactive in shaping the future, each from our own unique perspective. Whether a student, a manager, a professional, or a technical knowledge worker—from ages 5-105, we can **all** aspire to be changemakers. But, to do so we must be ready to learn new skills, adapt to new situations, and expand our horizons to help make our world a better place.

**As a community, we have a lot to be proud of.
And we look forward to building on our successes
to shape the future together.**

Today, PMI is well-positioned to “empower people to make ideas a reality.” We have all worked tirelessly to ensure that project management is both recognized and respected as a profession AND acknowledged as a skillset critical to business and society.

Project professionals will always be the heart of our community, and PMI is committed to continuing to provide the resources, experiences and knowledge they need to support their personal and professional success.

As we expand our focus to include individuals who seek to drive change, but do not consider themselves project professionals, our core audiences and community will play a critical role in welcoming and mentoring these aspiring changemakers.

By sharing our collective knowledge, expertise and experience with new audiences, and supporting their individual growth through modular offerings, we can enable millions to tackle the challenges they face NOW.

As we look to the future, we are guided by three growth principles. We will:

▶ **Broaden our Reach**

Serving more people by extending our regional operations, coalition building with other leading associations and organizations, connecting and welcoming changemakers of all ages.

▶ **Extend our Impact**

Making each individual more capable through a diverse, modular set of offerings and targeted social impact. Enabling changemakers throughout their life cycle.

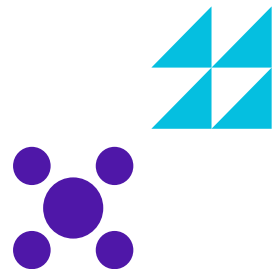
▶ **Build Lasting Relationships**

Continue to foster and grow our community while building loyalty through consistent value.

In this document and beyond, you are seeing our call to action for people who seek to drive change everywhere—inspired by our purpose and the most powerful thing we all have—ideas.

In that spirit, we are pleased to share this strategy with you now—a plan that is right for today’s rapidly changing, opportunity-rich world.

Yours truly,
2021 PMI Board of Directors



In this rapidly changing world, we know that millions more aspire to be **changemakers**—people who turn ideas into reality.

COVID-19

Vaccines



Calling All Changemakers

Project professionals are among the most highly trained, skilled and capable changemakers, but they are not alone in seeking to make ideas reality.

Changemakers can be students, volunteers, entrepreneurs, specialists, business leaders - of any age and any background. What they have in common is a drive to bring about positive change, and what they need is knowledge, skills and expertise in making vision come to life in an ever changing world.

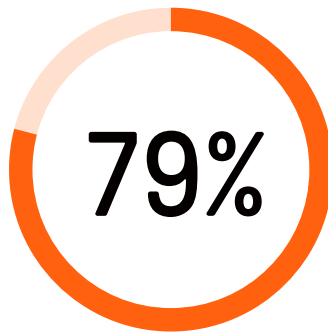
The pace of change is accelerating, resulting in “shocks” to business and society as a whole. To keep up, individuals, organizations and even governments are launching an increasing number of projects to turn strategy into reality. Teams of people power these projects—not just project managers. Each team member needs the right skills to achieve the desired results.

away from rigid hierarchies to more flexible, agile models. Fixed functions are being replaced by ways of working that can be organized around projects designed to achieve specific outcomes. McKinsey confirms¹ that there is a substantial shift toward cross-functional and team-based work. When individuals are empowered with the right skills and mindset, they can be trusted to make things happen.

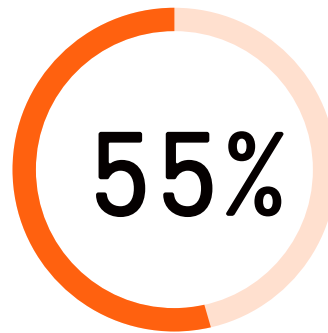
And, organizations need the right people and resources to be adaptable in the face of change. More and more companies are moving

¹Source: McKinsey Skill shift: Automation and the future of the workforce. [McKinsey.com/featured-insights/future-of-work/skill-shift-automation-and-the-future-of-the-workforce](https://www.mckinsey.com/featured-insights/future-of-work/skill-shift-automation-and-the-future-of-the-workforce)

The skills needed to foster high performance and build trust are often missing.



of global CEOs view the lack of critical skills as a threat to their business—affecting everything from cost structures to innovation capacity to quality and growth.²



believe this skills gap is impacting their organization's ability to innovate effectively.²

We must upskill team members with classic project management skills and more:

- Empowering them to execute, by understanding the most effective ways of working to meet their current challenges
- Helping them build change-critical soft skills—or “power skills”—to drive large-scale change that requires help from others
- Helping them build the business acumen to understand the implications of their project on their organization and society

This is the fundamental challenge we're addressing in this strategy: to continue to invest in the evolving needs our core audiences while building the skill set of an ever-widening audience of changemakers. We must become the change enablers—empowering citizens of the world not just to **respond** to change but to **drive** change within their organizations and the world.

To do so, we need to focus our energy on the priorities and initiatives that will deliver the greatest impact and benefit both to our core audiences and to a new, broader community of stakeholders.

²Source: PwC Talent Trends Report. [PWC.com/gx/en/ceo-survey/2019/Theme-assets/reports/talent-trends-report.pdf](https://www.pwc.com/gx/en/ceo-survey/2019/Theme-assets/reports/talent-trends-report.pdf)



Project management skills don't just help organizations get things done; they help **people** get things done, inside and outside of work.



Now is the Time to Accelerate

Organizations need to accelerate to stay relevant in a world that was already volatile, uncertain, complex and ambiguous. We now need to respond to unforeseen shocks, with speed, and with an acute sensory perception of stakeholder needs.

We must strive to achieve a new level of performance—building agility, grace and ambidexterity through practice and upskilling—unlocking the power of our staff and communities.

So, how can we **sense** shocks coming sooner and respond effectively by flexing or extending activities that are already in place today?

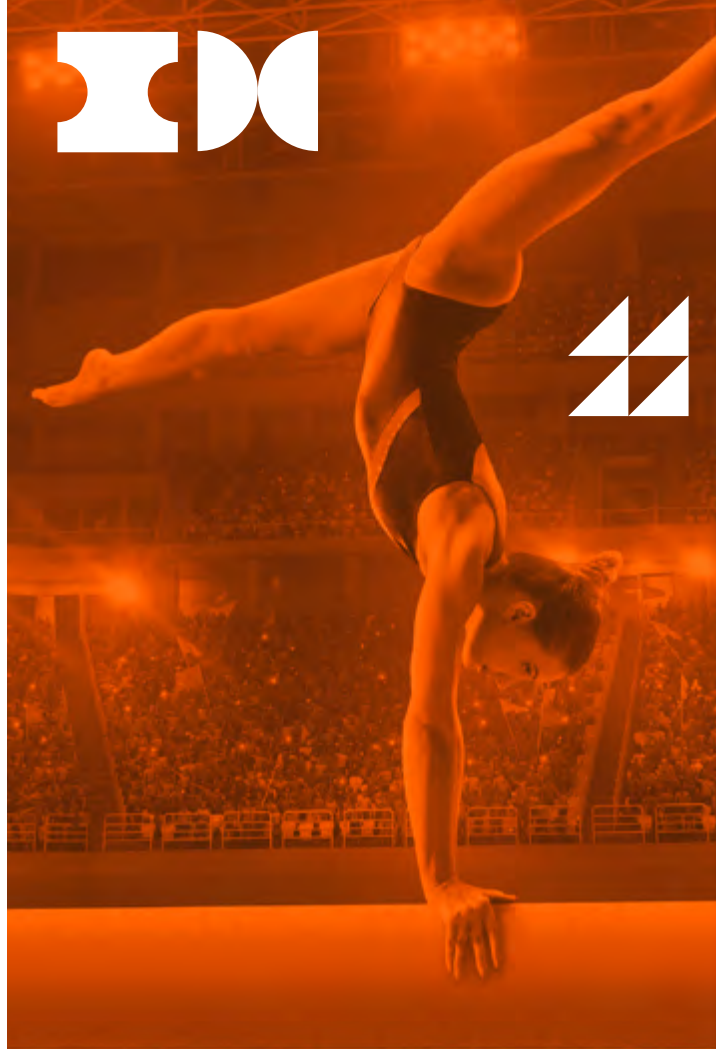
- Both organizations and the individuals that work within them need to practice agility.
- Organizations need to rethink their operating models, their talent pools, and their workflows in order to be able to respond with speed.
- People within the organization need to adopt a growth mindset, and as we have done through human history, upskill and reskill to meet the needs of a new age.

Now is the Time to Accelerate

Some companies have shown how they have been gymnastic in response to recent shocks, and there's a lot we can learn from them.

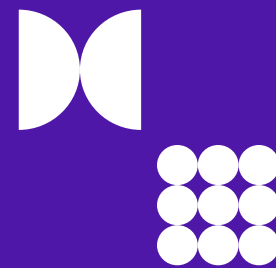
Staff at these gymnastic companies have shown how to select the best ways of working to solve the problem at hand—leveraging power skills and business acumen with a renewed sense of purpose.:

- Mastering ways of working, allowing them to apply the right technique at the right time to deliver winning results
- Building power skills—soft skills that help people drive change—like empathy for the voice of the customer and collaborative leadership to accelerate achievement
- Understanding their actions in the context of the whole. They possess real business acumen that allows them to see the big picture, understand the implications of their efforts, and drive toward better outcomes



A gymnastic mindset or culture throughout your organization will help understand better your ecosystem as well as your competitive positioning—actually arming you with the business acumen and sensory needs to be able to respond to shocks at speed:

As you drive toward becoming more gymnastic, PMI will be there alongside you, supporting every effort.



Our Winning Aspiration and Vision

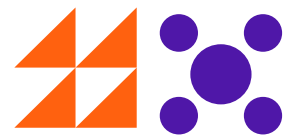
“Empowering people to make ideas a reality”

We, the broader PMI community, volunteers, chapters, and Board aim to bring our winning aspiration to life for individuals from ages 5 to 105.

Our vision by 2025:

- **We believe that** expanding our offerings to meet the evolving needs of project professionals and changemakers **will** drive rapid growth in our PMI community. **We will know this is true** when PMI has delivered over 10 million enabling experiences to our stakeholders, making each person more capable.
- **We believe that** our expanded community **will** be widely seen as a force for social good in the world. **We will know this is true** when over 3 million people have directly benefited from our social impact efforts
- **We believe that** project professionals **will** need a broader skillset than ever to meet the constantly-changing needs of their projects. **We will know this is true** when we see uptake of our new offerings in areas like agility, design thinking, and organizational transformation.
- **We believe that** people under 35 **will** see PMI as critical to their success. **We will know this is true** when over 2 million young professionals and students have been through some form of PMI training or certification.
- **We believe that** the organizations we serve **will** need to continuously retrain their staff in order to maintain relevance in ways that PMI can sense and respond to. **We will know this is true** when over 100 of them are engaged, enterprise partners of PMI.
- **We believe that** twice as many changemakers **will** decide to make project management their life’s work. **We will know this is true** when over 2 million of them have become certified PMPs, embracing professional roles as project managers.



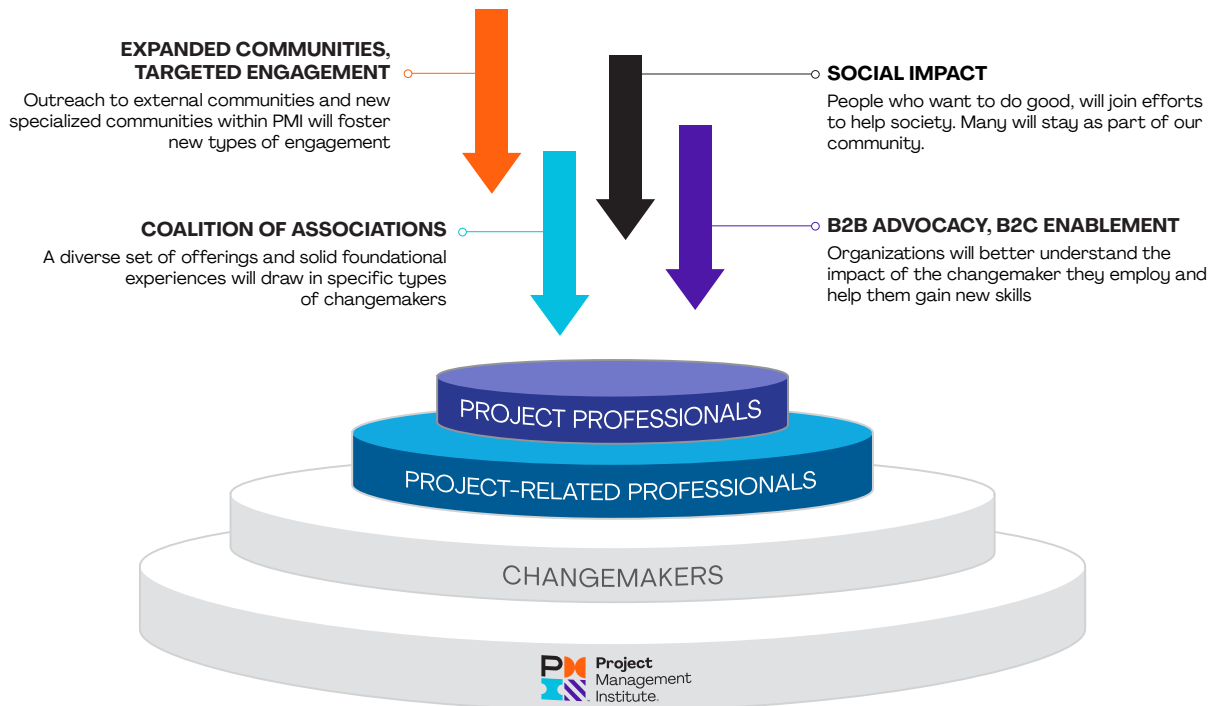


Systems for Scaling

In order to achieve our vision we will implement four systems for scaling. Each of these levers will help to **Broaden our Reach** by inviting large numbers of new individuals into the broader PMI community, **Expand our Impact** by making each individual more capable, and **Build Lasting Relationships** with individuals by building loyalty through life-long, consistent value.

OUR STRATEGIC PILLARS ARE DRIVERS OF GROWTH

HELPING BROADEN OUR REACH, EXPAND OUR IMPACT, AND BUILD LASTING RELATIONSHIPS



This strategy requires us to adopt a global mindset. But it also requires us to **think differently about who we engage as changemakers** and when we engage them.

Empowering People From Ages 5 to 105

Project management skills don't just help organizations get things done; they help people get things done, inside and outside of work. Anyone who needs to get something done uses them. PMI will work to more directly address the needs of youth and change-makers of all types through targeted offerings and experiences at moments that matter, such as:



Students in need of project management life skills, those at the transition point between secondary education and university or between the end of university or trade school. When they enter the workforce, they will see offerings that help them “drive change NOW” versus waiting to have an impact later.



Young professionals and entrepreneurs seeking to accelerate their professional development between entry-level and managerial roles, advancing through mid-career, will be supported by certifications, specialized credentials, and experiences.



Senior executives, deep into their careers but with broad project management responsibilities and opportunities for mentoring, will receive more consultative guidance from resources like Brightline™.



People from all walks of life and in all sorts of careers will also need to drive change. For those, we will offer an array of low friction “tools you can use now” to help solve their immediate challenges and invite them into the PMI community.

Addressing People From Ages 5 to 105

The solutions that draw these new stakeholders in will include our time-honored tools, but also extend into new areas of change for PMI, such as:

- Citizen Development – extending our expertise in governance, standards and methods into an emerging technology space poised to drive immense change for organizations.
- Wicked Problem Solving® – a toolkit of “plays” which allow any changemaker to effectively collaborate with others and drive toward new solutions
- Social Impact Tools – tools to help people make the world a better place through project management

As we continue to expand our product offerings, we will also remain the most comprehensive resource and connection point for project professionals.

In this rapidly changing world, we need millions of skilled changemakers who have the drive and the knowledge to turn ideas into reality. Our expanded, modular portfolio of offerings coupled with our global community of project professionals make PMI the place to go for all things project and change.

How you can help

- Invite everyone you know to join our community of changemakers
- Join new communities as they form at ProjectManagement.com





Expanded Communities, Targeted Engagement

Changemakers often need specific resources or help from peers that are difficult to come by. And the entire PMI community stands ready to welcome, engage and guide these newcomers as they join us.

PMI owes its success to over 300 chapters around the world and thousands of volunteers who dedicate time and talent to the community. To support these valued ambassadors, we are accelerating efforts to improve the chapter experience and provide meaningful opportunities for skill-building and leadership.

We are building on and strengthening our highly successful chapter network while taking lessons learned from experiences with virtual communities to create even more valuable connections for our stakeholders. This will be incredibly valuable in allowing new skill-building community members to “step into” to our offerings. New products, coupled with touchpoints in external communities, will meet new changemakers where they are.

We are building on our recently established digital foundation by:

- Further localizing offerings in support of chapters
- Working in even closer collaboration with our chapters to help our members

A new affinity group program will offer further support to chapters who wish to create popular types of sub-communities; for example, local communities may be formed around students, young professionals, local industries, and social impact initiatives.

We will also collaborate with popular external platforms and communities, bringing our offerings to places where new changemakers live.

Expanded Communities, Targeted Engagement

Further support will be offered for PMI communities established on external platforms that address specific interests.

For example, we have recently partnered with India's NASSCOM's Future Skills platform (an association with four million IT professionals) and "Grow with Google" to make project management training more accessible to very large numbers of changemakers.

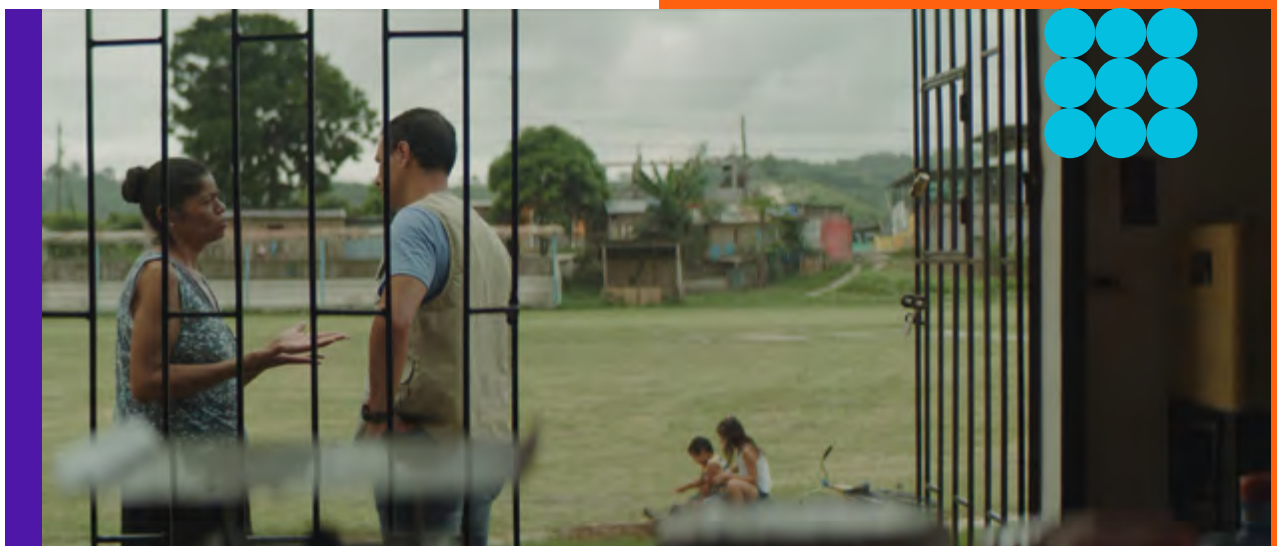
We see the PMI community of the future as an interconnected web of opportunity with close, meaningful, persistent connections that we belong to—and a set of looser, "critical right now" connections that are easy to make as needed.

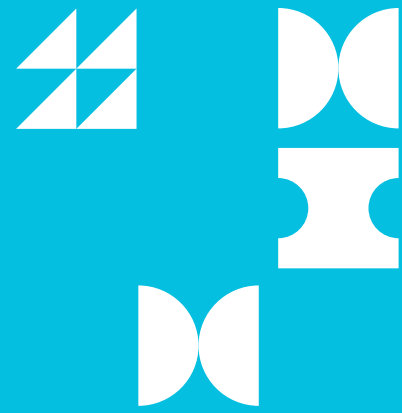
Vision by 2025

- PMI will build digital interactions that will not only make virtual upskilling easy and seamless but build stronger connections across a more diverse set of physical and virtual sub-communities

How you can help

- Invite everyone you know to join our community of changemakers
- Join new communities as they form [PMI.org/Community](https://www.pmi.org/Community)





Social Impact

Individuals and organizations can change the world.

We empower individuals with skillsets to solve local and global challenges. It's just the right thing to do.

We are an organization with a social conscience—as reflected by our 30-year history of social impact through the PMI Educational Foundation and academic engagement.

But organizations today are asked to be more and to do more. People today—especially young people—expect organizations to live out their values and to operate in a way that demonstrates their social conscience—not because it will sell more products or services but because they believe in doing good.

Organizations are being valued on more than economic gains. PMI believes there will be a continued drive for organizations to show how they make decisions that value their people and the planet as well as their profits.

Our PMI Board of Directors has committed us to be that kind of organization—to do right because it's the right thing to do.

We also recognize that we are in a unique position to do good in the world. Because we help people turn ideas into reality, we can equip organizations and individuals with the skills to make them more effective in bringing about positive change.

Social Impact



For 30 years, the PMI Educational Foundation (PMIEF) has focused on supporting youth through project management.

In 2019, PMIEF refreshed its strategic focus to support youth around the world and further its mission - to enable youth to realize their potential and transform lives through project management.

From building partnerships with global youth-serving non-profits to supporting PMI volunteers, PMIEF is excited to inspire future changemakers to use their project management skillset for social good.

As our community grows, so will our impact. In short order, PMI's community of changemakers will be widely seen as a powerful force for good in the world.

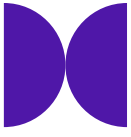
How you can help

- Explore the amazing things PMIEF is doing for others today (and share) at [PMIEF.org](https://www.pmief.org)

We believe that youth and young professionals will see PMI as **critical** to their success.



Coalition of Associations



Function and industry focused associations are logical partners for PMI. Our members need more specific knowledge, guidance and skills to optimize outcomes. In contrast, associations in such domains as accounting, human resources, marketing, and sales need ways to help their members become more effective changemakers.

Our Coalition of Associations will make our members more knowledgeable and allow us to extend our impact while enabling our associations partners to serve their members better.

Our aim for PMI stakeholders is to increase their capabilities and the value they deliver—helping them drive more specific types of change and understand the business environments they live within more holistically. Through business function training and certification partnerships, for example, those stepping into transformation roles will have a better understanding of the big picture.

They may learn more about an industry like construction or a project type like ERP Implementation. They will be able to access more specific guidance and leverage proven function-specific practices. In the end, they will become more marketable and valuable to the organizations they serve.

Coalition of Associations

At the same time, domain experts from peer associations will become better changemakers—by gaining access to PMI practices through their trusted sources. They will have access to new starter offerings, that provide a logical entry point for peer association stakeholders, and get new changemakers started in the basics of project management, agile, and more.

As opportunities present themselves for cross-domain collaboration, member organizations are likely to co-create products. These collaborations will leverage specialized knowledge and expertise to create cross-functional enablement tools to be shared across networks and communities.

Vision by 2025

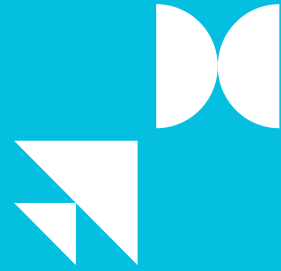
- People coming from different domains have a lot to teach one another, as do the associations that serve them. We intend to bring people and organizations together to cross-pollinate and make everyone better.
- This will make our proven change maker offerings available to a far broader market.
- Those of us who are part of PMI's core will gain access to a broader set of training offerings that will measurably increase our personal impact.

How you can help

- Tell us about other communities you are involved in, approaches you use, and why they are important on [ProjectManagement.com](https://www.pmi.org) or via your local chapter.



B2B Advocacy, B2C Enablement



When organizations value PMI's offerings, they value those who use them even more. We're the source for smarter ways of working, so people and organizations can drive the change they want to see.

Throughout 2020, we have been putting organizational sensors in place to ensure we are delivering the right solutions to make everyone in our community more effective. We need to continually understand what makes people more effective and, in turn, how those people make their organizations more effective. In this way, our offerings create synergistic value for all involved.

Organizations and people must thrive in an environment of change, where achieving success means adapting to the right way of working for any situation.

As we move forward, we will further enhance our efforts to:

- **Sense:** Understanding the ever-evolving needs of organizations that are constantly shocked by new macro-trends and changes to their competitive environments.

- **Respond:** Refining our offerings so they not only serve individual needs, but roll-up to provide solutions to common organizational challenges.

This level of sensing and responding is particularly vital as we expand our universe beyond project management professionals to encompass knowledge workers across the enterprise.

Organizational sensing will also involve strengthening our regional capabilities. This will give us "boots on the ground" so that we can not only deeply understand and serve organizations, but also the local ecosystem, nearby chapters, volunteers, and stakeholders.

B2B Advocacy, B2C Enablement

In 2020, we have put in place a global network of regional directors and are shifting to a more regional operating model. Our network now has operations in Asia Pacific, China, India, the Middle East/North Africa, Sub-Saharan Africa, Europe, Latin America, and North America. It allows us to connect our global reach with local impact and strengthen internal capability-building. As we move forward, expect your PMI experience to have a more regional flavor—more tailored to your specific needs.

A key outcome of this organizational sensing approach is the evolution of our Brightline™ Initiative. Transformation efforts are a prime example of accelerated change. Essentially, all organizations are transforming into a permanent state of being. With the combination of:

- Brightline™ Compass Framework, which sets the context for enterprise transformation
- DA-FLEX, which allows for the optimization of Value Streams spanning all functional areas of the business
- Disciplined Agile®, an umbrella over all of agility which allows organizations, teams and individuals to tailor their ways of working

PMI provides a complete toolkit to drive meaningful transformation at any organization, spanning culture, value delivery to the customer, and fostering agility. Regardless of how agile your business is today, PMI can help make it better by training your people individually, and the organization holistically, to chart its own way forward.



Vision by 2025

- Organizations will see a clear link between the upskilling that PMI delivers to staff and their organizational success
- Twice as many changemakers will decide to make project management their life's work, embracing roles as project professionals

How you can help

- Be an advocate for PMI with your employer



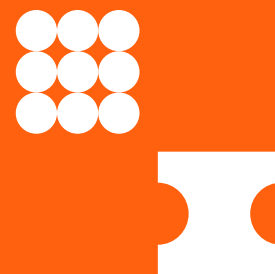
Expanding the Impact of those we Serve

PMI is focused on expanding the impact that individuals have on organizations and society. We call these individuals changemakers. Leaders who drive change come from all ages and professions, not just project managers. All someone needs is an idea and the tools to execute.

Empowering people to make ideas a reality.

- Creating stronger connections through expanded communities and targeted engagement
- We will invite new people into PMI and increase our societal impact on the world through integrated social impact programs
- We will make all stakeholders more valuable through a broader set of offerings via the Coalition of Associations
- We will clarify the collective value of our individual efforts through B2B advocacy and B2C enablement

With this broader perspective and reach, we expect to have an even more meaningful impact—and anticipate many more changemakers will join us in making the world a better place.





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