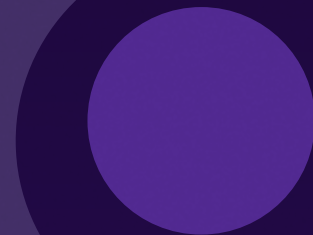
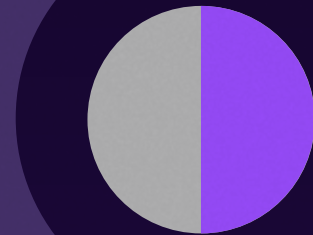
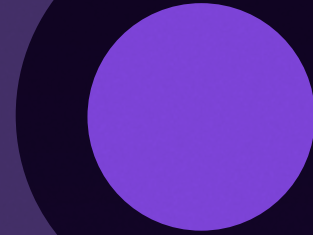
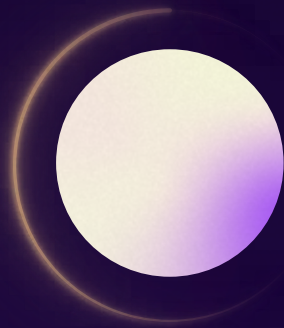
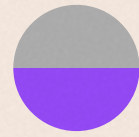
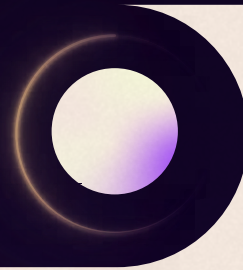


# PMI in 2025

Delivering M.O.R.E.  
to deliver on our  
PMI Purpose



# Our Journey via PMI:NEXT



In January 2024, PMI launched PMI:NEXT to guide our evolution as an organization and amplify the positive impact of the project management profession on project success and on the world.

PMI:NEXT continues to guide our efforts with a unifying purpose, focus on how we can achieve our purpose via our strategy, and the cultural values critical to successfully deliver.

It represents our intentional focus on what and who matters most by giving us clarity in how we can support the project profession in delivering meaningful impact.

**N**

**Nurturing Our Purpose and Values:** Embedding our purpose as the guiding principle of everything we do.

**E**

**Empowering Ourselves:** Providing the tools and roadmap for every member of our ecosystem to take ownership of our collective goals.

**X**

**eXpanding Our Impact:** Strengthening PMI's visibility and influence while driving more effective outcomes.

**T**

**Tightening Our Focus:** Prioritizing our unique strengths to maximize value where it matters most.

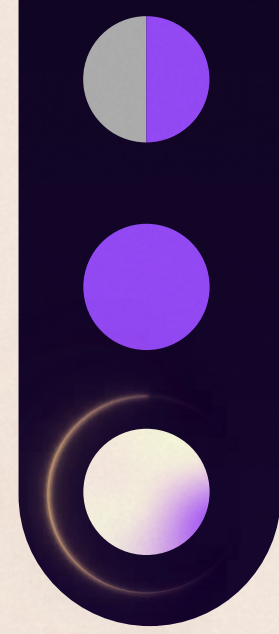


# How Far We've Come in 2024

<b>PURPOSE:</b> Why We Exist		We maximize project success to elevate our world				
<b>STRATEGY:</b> What We Do to Deliver	<b>WHERE</b> We Play	Community Generated Knowledge Platforms & Resources	Career Long Learning & Development	Most Trusted "Gold Standard" Professional Certifications		
	<b>WHO</b> We Serve	Current and aspiring project professionals				
	<b>HOW</b> We Operate	<b>FOCUS ON THE PROFESSION</b> Leading Authority for Project Success PMoAI Employer Support and Advocacy Unique and Enhanced Membership Value Expanded Awareness	<b>ACTIVATION MODEL</b> Innovate AI / CO / AI Resource Allocation Expand Globally Leverage growth of PMI UK and China to support global expansion Amplify Across the PMI Ecosystem	<b>INTERNAL CAPABILITY BUILDING</b> Data Driven Decision Making Scalable Product Development Sustainable Chapters and Volunteer Support System Unified Digital Experience Marketing Effectiveness		
<b>CULTURE:</b> How We Behave		Make it Easy	Aim Higher	Be Welcoming	Embrace Curiosity	Together We Can

PMI:Next gave us focus on what we're trying to achieve, and we've made some great strides already

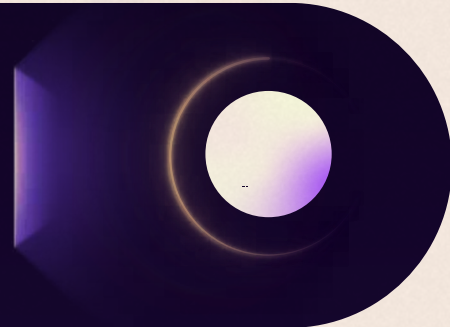
- Enhancing our certifications to maintain their position as the gold standard, including a new PMI-ACP with a full learning ecosystem.
- Continuing to accelerate our efforts with PMIxAI, launching four AI courses that attracted over 350,000 registrants, alongside the AI Practice Guide and the release of our AI-based platform PMI Infinity.
- Strategic acquisitions like Cognilytica, PMO Global Alliance, and integrations like Project Managers Without Borders and Agile Alliance, which expand our expertise, impact and bring our broader vision of project work to life.
- A comprehensive overhaul of PMI's digital presence, including the upcoming launch of a new mobile app in 2025 for a more seamless user experience.
- Reaching an all-time record of almost 740,000 members at the end of 2024.





# Our Purpose Lights the Way

We maximize project success to elevate our world.

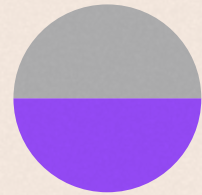
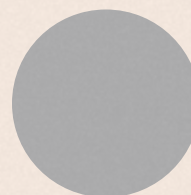


Throughout 2024, our community embraced and lived our purpose.

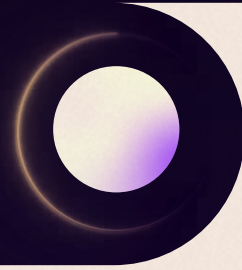
We were able to shine a spotlight on projects and professionals maximizing impact in unexpected places, and showcase the work our ecosystem is doing to illuminate paths for the next generation.

Together we are truly committed to maximizing project success to elevate our world:

- Filling the talent gap: cultivating and growing the project profession to help it thrive
- Maximizing project success: enabling project professionals to deliver improved outcomes
- Elevating our world: empowering project professionals to elevate their impact



# Maximizing Project Success



We spent much of 2024 working to understand what it even means to “Maximize Project Success.”

Under the guidance of a group of global expert practitioners, executives and academics, we gathered more than 10,000 project professionals across multiple geographies and industries to complete a rigorous survey, supplemented with more than 150 in-depth interviews. It was the largest research study ever undertaken at PMI.

Our work reiterated the need to reframe project success to reflect broader value and stakeholder expectations. To move beyond excellence in execution - project management success - to a broader view of the value created - project success.

With this critical paradigm shift, we are pioneering a broader vision for project management. A vision that will help us further our efforts to: Maximize Project Success to Elevate our World.



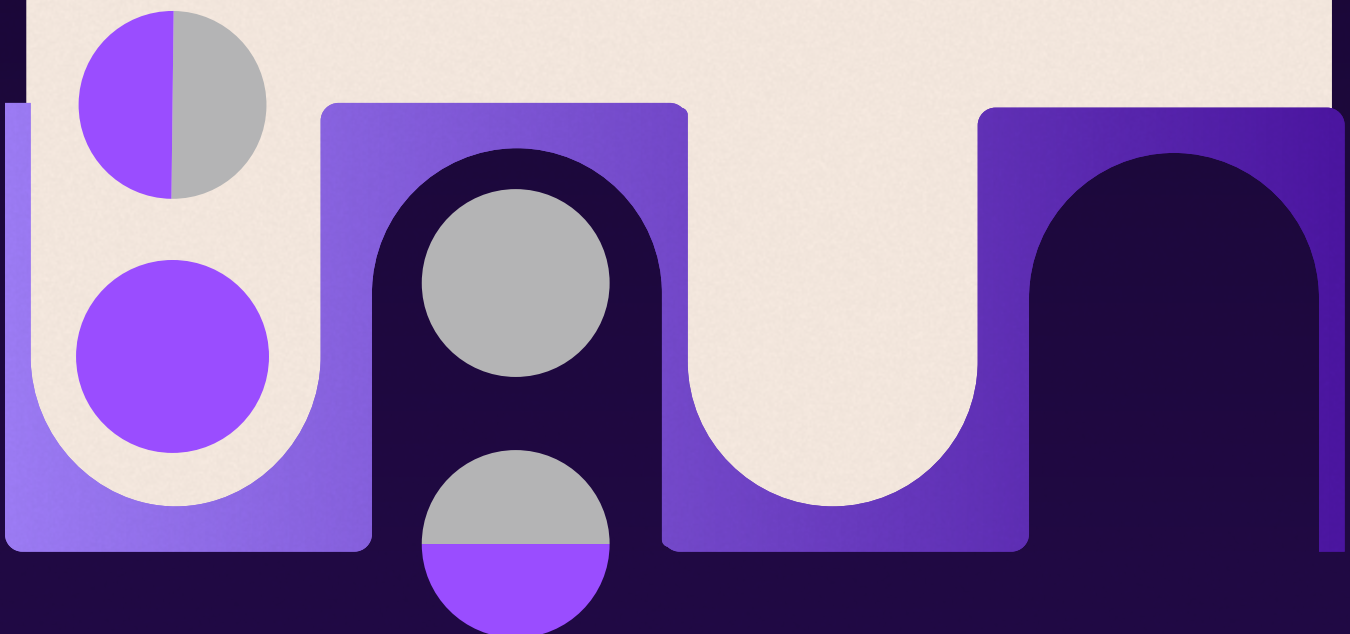


# Maximize = M.O.R.E. Success

What needs  
to happen to maximize  
project success?

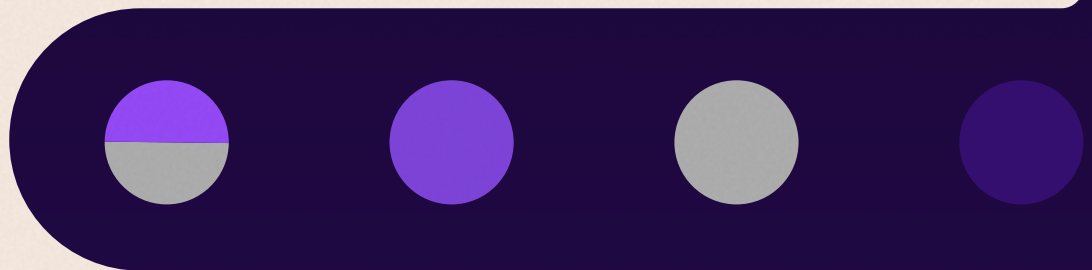
- We need MORE projects to succeed, so as to elevate our world.
- We need our profession to deliver MORE perceived value, so as to maximize project success.
- We need PMI to provide MORE value to our profession so together, we can maximize project success.

**It all boils down to M.O.R.E.**



# Why is M.O.R.E. Critical to Maximizing Project Success?

- M.O.R.E. encapsulates our efforts to expand the definition of project success and the impact of our profession.
- M.O.R.E. is not about doing more work — it's about doing work that delivers MORE success.
- Historically, project success has been narrowly defined by the triple constraints of scope, budget, and schedule.
- Even when the concepts of benefits, quality and value were included in “scope”, they are often not consistently reassessed and measured towards the need to those that projects intend to serve.
- We believe that assessing projects only through execution metrics is not fully relevant in a world of hyper-competition, unstable regulations and policies, and fast-paced innovation.
- A successful project is one that delivers value that is worth the effort and expense, as perceived by most stakeholders. The implications for the project community are multiple, and it boils down to how can we ensure our profession delivers M.O.R.E.





# Our 2025 Call to Action: M.O.R.E.

*“M.O.R.E. is a call to our profession shifting its focus and accountability beyond project management success, to project success. It represents a sweeping reconsideration of the role of our global project management community.”*  
– Pierre Le Manh, President and CEO, PMI

M

**Manage Perceptions:** For a project to be considered successful, the key stakeholders—customers, executives, or others—must perceive that the project's outputs provide sufficient value relative to the perceived investment of resources.

O

**Own Project Success beyond Project Management Success:** Project professionals need to take ownership of the entire breadth of a project, moving as much as possible beyond literal mandates and executing on requirements. and take accountability for delivering tangible and perceived value that is clear to key stakeholders while minimizing waste.

R

**Relentlessly Reassess Project Parameters:** Project professionals need to recognize the reality of inevitable and ongoing change, and continuously, in collaboration with stakeholders, reassess the perception of value and adjust plans.

E

**Expand Perspective:** All projects have impacts beyond just the scope of the project itself. We all must consider the broader picture and how the project fits within the larger business, goals or objectives of the enterprise, and ultimately, our world.




# PMI's Commitment to Delivering M.O.R.E. for our Profession

PMI is focused on serving current and aspiring project professionals. That means we play an integral role in ensuring the profession is equipped to deliver M.O.R.E. and this is embedded into our strategy.

**Community is Our Superpower:** PMI brings together a powerful and expanding global ecosystem of partners (corporations, governments, NGOs, academia), of project professionals, of local chapters and specialized communities, to collaborate and drive tangible, positive results. Our community unleashes the network effect by tapping into the PMI flywheel and accumulated knowledge to learn from and support each other, and deliver more impact than any other organization in the world can.

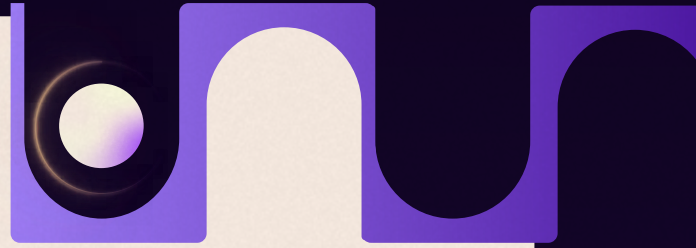
**Driving Meaningful Change:** Through gold standard professional certifications, learning resources and development opportunities, expert-vetted content, and thought leadership, technology-based platforms and resources, events, and partnerships, PMI enables professionals to expand their perspective, and see how their projects contribute to global progress. By owning project success and ensuring critical ideas turn into outcomes that elevate our world, project professionals play an essential role in society.



**Success at Every Level:** We help individuals progress their careers, organizations effectively transform and leverage project professionals effectively, and the world achieve critical milestones. PMI supports project professionals at all stages of their careers, providing tools, resources, and connections to enable career-long learning and adaptability to maximize success.



# Current Resources for Delivering M.O.R.E.

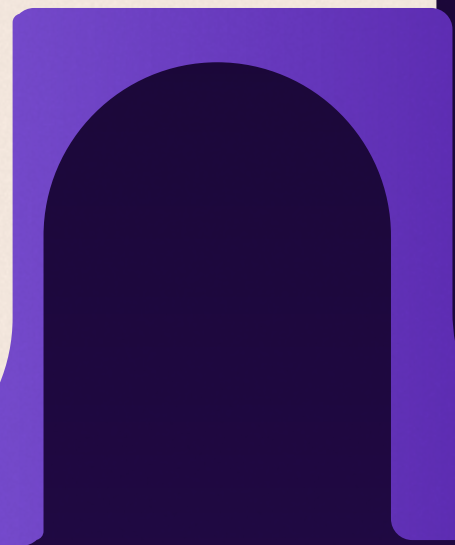
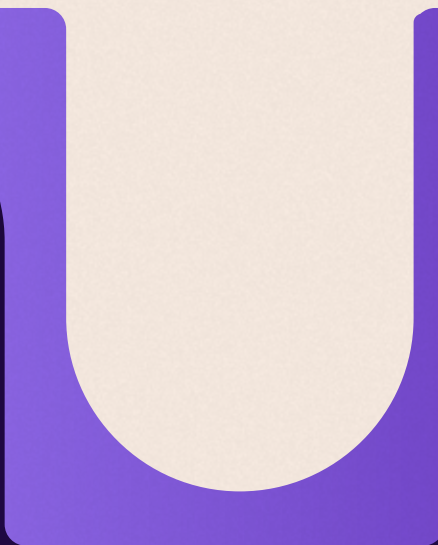


- 1 Community Empowerment: Creating technology-based platforms for knowledge sharing at local and global levels, driving our ecosystem to chapters and our specialized community hubs for greater exchange of ideas.
- 2 Career-Long Learning: Our learning portfolio continues to improve, evolve and expand. Today already, PMI has a broad catalog of eLearnings courses, some of them speaking directly to the pillars of the MORE framework:
  - a Manage Perceptions: The Creating an Empowered Workplace Culture eLearning helps leaders build trust and inclusivity, ensuring stakeholders perceive value and feel engaged.
  - b Own Project Success: The Change Management Self-Starter eLearning equips project professionals with the skills to effectively manage organizational change, ensuring they take ownership of the entire project by delivering tangible and perceived value to stakeholders.
  - c Relentlessly Reassess: The Agile Metrics for Success eLearning teaches project professionals to select effective metrics aligned with team and organizational goals, enabling them to continuously assess and adjust project parameters to ensure value delivery.
  - d Expand Perspective: The Sustainable Project Management eLearning equips project professionals to integrate sustainability into their projects, broadening their perspective to consider environmental, social, and economic impacts.



## Current Resources for Delivering M.O.R.E.

- 3 PMIxAI: Offering cutting-edge AI training programs and resources, including AI-powered tools like PMI:Infinity which help our profession elevate their efforts.
- 4 Expanded Areas of Expertise: Expanding our expertise to our broader vision of project work, with the integration of organizations like Cognilytica, PMO Global Alliance, or Agile Alliance to address evolving needs in the profession and guiding those efforts at the forefront, while nurturing thriving sub-communities within the profession.
- 5 Social Impact Projects: Partnering with NGOs through Project Managers Without Borders to drive scale in elevating our world.
- 6 Our Gold Standard Professional Certifications: They are foundational to supporting the profession's growth, the organizations' trust in project professionals, and increased impact in delivering project success.





# M.O.R.E. Success Comes from All of Us

The dedication, creativity and expertise of our PMI ecosystem, continues to be the cornerstone of delivering on our purpose of maximizing project success to elevate our world.

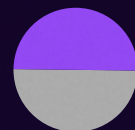
From our members and certification holders, to our volunteers and chapter leaders, from our authorized training partners and partners across academic, corporate, government and nonprofit, to our PMI employees and our Board of Directors, we all play a role in driving the paradigm shift critical to delivering M.O.R.E. success.

1. **Driving Collaboration:** Connecting professionals across industries and geographies to share insights and best practices.
2. **Championing Innovation:** Embracing new technologies like AI to advance the science and art of project management but also new thinking in the vast domain of project work.
3. **Building Grassroots Capacity:** Strengthening our chapters and specialized communities to foster local impact and global influence.
4. **Advancing Equity:** Supporting diverse and inclusive initiatives to ensure everyone can contribute to and benefit from the profession.
5. **Enabling Project Effectiveness:** Advocating project management and effective ways of leveraging project professionals to maximize project success.





# Thank You



PMI's commitment to delivering M.O.R.E. success is a movement to support a broader vision of project work and the impact of project professionals. It is the rally cry to strengthen and empower our ecosystem to drive meaningful change and deliver value that elevates individuals, organizations, and our world.

Thank you for being on this journey with us – working to deliver on our purpose: We maximize project success to elevate our world.

Visit us at [www.pmi.org](http://www.pmi.org) for more information.

