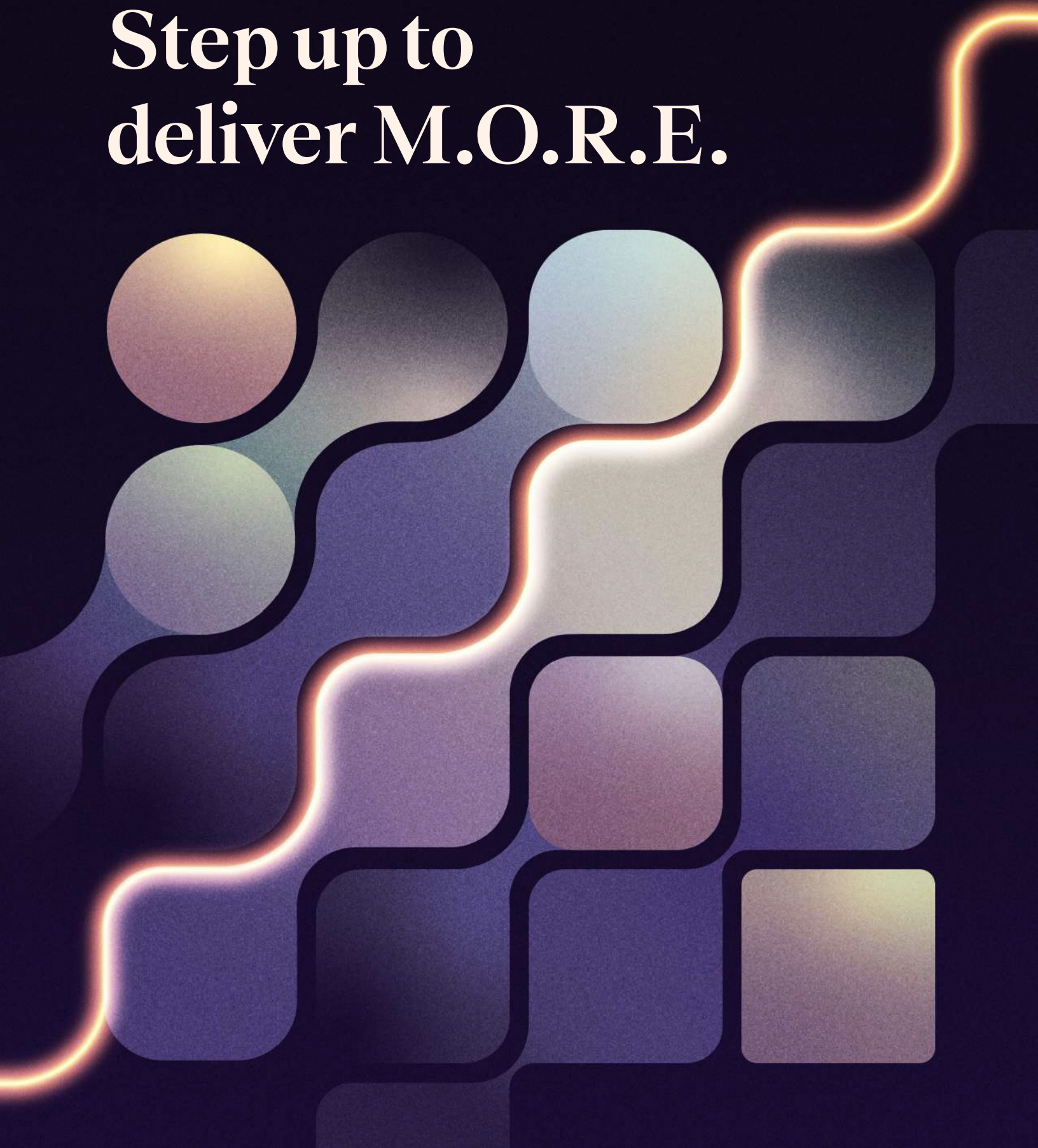


PMI in 2026

Our collective path to
maximizing project success
to elevate our world

Step up to deliver M.O.R.E.





Our purpose lights the way

We maximize project success
to elevate our world.

Since articulating our purpose at the start of 2024, it continues to drive our direction. Our growing community of members and volunteers, critical to delivering on our purpose, are making a real difference, helping to build, advocate for, and elevate the project management profession around the world.

Our purpose matters more than ever. Our world is in the midst of massive disruption.

The World Economic Forum's latest Chief Economists' Outlook highlights the uncertainty we're all facing underscored by rapid advances in AI, growing challenges and shifting policies connected to climate change and intensifying trade tensions and political instability.

We are undergoing a period of profound and persistent transformation powered by projects.

We need more projects to succeed to elevate our world.

Successful projects require Project Professionals who take ownership, navigate change, and deliver tangible value.

PMI:Next continues to guide our plan of action

PMI:Next guides how we are evolving as an organization and how we amplify the profession's impact on project success and the world.

It gives us clarity and focus on where we play, who we serve and how we operate – grounded in our values, guided by our purpose.

Embedded at the heart of PMI:Next is the mindset shift the profession needs to lead what comes next, shaping the vision of the project profession, enabling us to deliver on our purpose.

We call our vision for the profession M.O.R.E.

PURPOSE: Why We Exist		We maximize project success to elevate our world		
STRATEGY: What We Do to Deliver	WHERE We Play	Community Generated Knowledge Platforms & Resources	Career Long Learning & Development	Most Trusted "Gold Standard" Professional Certifications
	WHO We Serve	Current and aspiring project professionals		
	HOW We Operate	FOCUS ON THE PROFESSION Leading Authority for Project Success PMixAI Employers' Support and Advocacy Unique and Enhanced Membership Value Expanded Awareness	ACTIVATION MODEL Innovate 70 / 20 / 10 Resource Allocation Expand Globally Leverage growth of PMP, U.S. and China to support global expansion Amplify Across the PMI flywheel	INTERNAL CAPABILITY BUILDING Data Driven Decision Making Scalable Product Development Sustainable Chapters and Volunteer Support System Unified Digital Experience Marketing Effectiveness
CULTURE: How We Behave		Make it Easy	Aim Higher	Be Welcoming
				Embrace Curiosity
				Together We Can

Our profession must deliver M.O.R.E.

M.O.R.E. represents how our profession can shift from project management success to project success.

It's how our profession can shift from successfully executing tasks, to successfully delivering on our purpose.

In 2025, after articulating M.O.R.E. via the largest research initiative in PMI history published in December 2024, we built on that research to continue delving into what project success truly means, and how we can define pathways to maximizing it.

Fundamentally, M.O.R.E. is about challenging Project Professionals worldwide to raise standards, expand accountability, and increase their impact.

M

Manage Perceptions

O

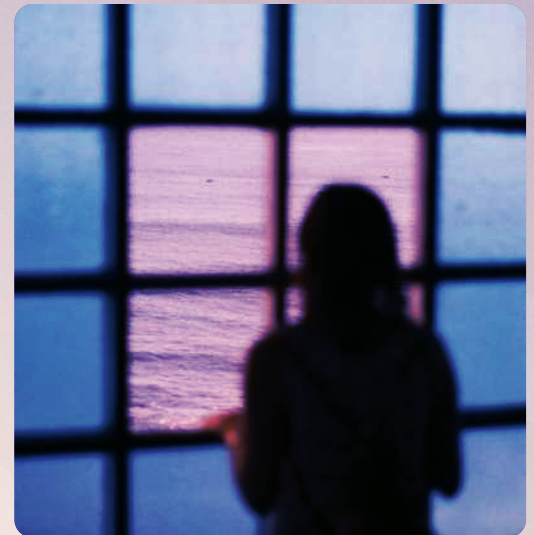
Own Success

R

Relentlessly Reassess

E

Expand Perspective



To deliver M.O.R.E., our profession needs to STEP UP

Our latest research, published in December 2025, uncovers the essential strategies Project Professionals need to maximize success and elevate their impact.

Why does this matter?

Today, just over half of projects are viewed as successful by their stakeholders—far from where organizations need to be.

What's the most critical lever for driving up project success?

How much Project Professionals are using the four elements of M.O.R.E. When they use all four, Net Project Success Score jumps from 27 to 94. The data is clear, delivering M.O.R.E. is the path for our profession to maximize project success.

But we have a clear challenge: today, only 7% of Project Professionals are using all four elements of M.O.R.E.

It's why in 2026 we are asking our profession to STEP UP.



Global demand for project talent is growing

“At a time when organizations are pouring unprecedented investment into digital, AI, sustainability and business model transformation, they simply cannot afford a 50/50 success rate on the projects that fund their strategy. When executives say their biggest challenge is turning plans into outcomes, what they are describing is project success. If you want your strategy to work, you have to radically increase the hit rate of the projects that bring it to life.”

Pierre Le Manh

As part of PMI:Next, we have been working to build authority not only with the project profession, but with the employers and decision makers who are critical in funding the growth and development of our profession.

Business leaders are struggling given the profound disruption our world is facing, with CEOs under unrelenting pressure to reinvent their organizations at a rapid pace. The top barrier C-suite executives are facing in effectively implementing transformation is a disconnect between strategy and execution.

This reiterates the importance of our profession growing its effectiveness. The project profession needs to continue evolving to respond to the shifts that organizations are undergoing. There is a strategy-execution gap, and Project Professionals are a bridge to closing it.

We built momentum in 2025 to help our profession STEP UP

Since PMI:Next launched in 2024, and we committed to delivering on our vision of M.O.R.E. for the project profession in 2025, we've made focused progress that strengthens the profession and expands our impact.

We reinforced a broader, more ambitious vision for the profession

We delivered strengthened learning offerings, thought leadership, released our new PMBOK® Guide – Eighth Edition and activated our eight content and innovation platforms, deepening the M.O.R.E. perspective.

We elevated PMI's leadership as the profession evolves

Through acquisitions, partnerships, and organic growth, we continued to strengthen our role in the areas most critical to project success and the future of the profession, including AI, sustainability, enterprise agility, social impact, PMOs, gigaprojects, product management, and change management.

We are leading in an AI-driven world

AI continues to reshape how projects are conceived, delivered, and governed. In 2025, PMI continued to lead in this space. PMI Infinity™ has now surpassed 180,000 unique users since launch, more than 1 million learners have registered for our AI-related digital learning offerings, and PMI Certified Professional in Managing AI (PMI-CPMAI)™ is the fastest-growing certification in our portfolio.

We grew our global community

The PMI global community now includes over 1.85 million active certification holders as of the end of November 2025 (a +7% growth year over year), more than 763,500 PMI members (+4%), over 411,000 chapter members (+26%, with the rollout of our new membership model), and more than 18,500 active volunteers (an all-time record). Our expanding community remains one of PMI's greatest strengths, and it is a direct reflection of the dedication, generosity, and consistency of those who contribute their time and expertise around the world.

Our work in 2026 continues to help our profession STEP UP



Our commitment to delivering M.O.R.E. is built around enabling the profession and activating the ecosystem.

This comes to life through concrete actions: M.O.R.E.-centered learning, strengthening ethics, developing clear guidance on enterprise agility, celebrating professionals through awards and storytelling, enriching our events around the world, and expanding the tools professionals use every day.

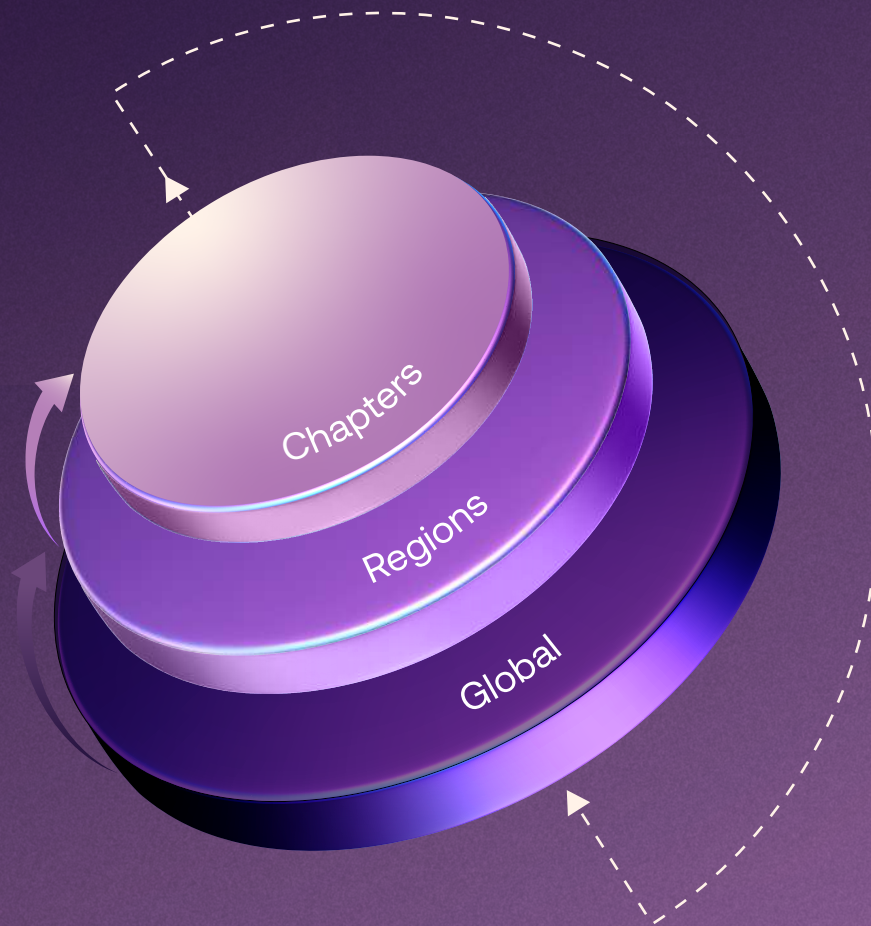
In 2026, our product portfolio will continue to grow to ensure we're delivering on what our profession needs to deliver M.O.R.E.

Planned releases include:

- A new Project Management Professional (PMP)[®] and its supporting ecosystem
- The piloting of an advanced certification for senior professionals together with key corporate and government partners
- Upgrades to PMI Infinity[™]
- A significant expansion and refocus of our eLearning offerings
- The refresh of several of our professional certifications.

Community is our superpower

Our purpose isn't delivered by PMI alone. It's delivered through a global ecosystem: members, certification holders, volunteers, chapters and partners across corporate, government, nonprofit and academia.

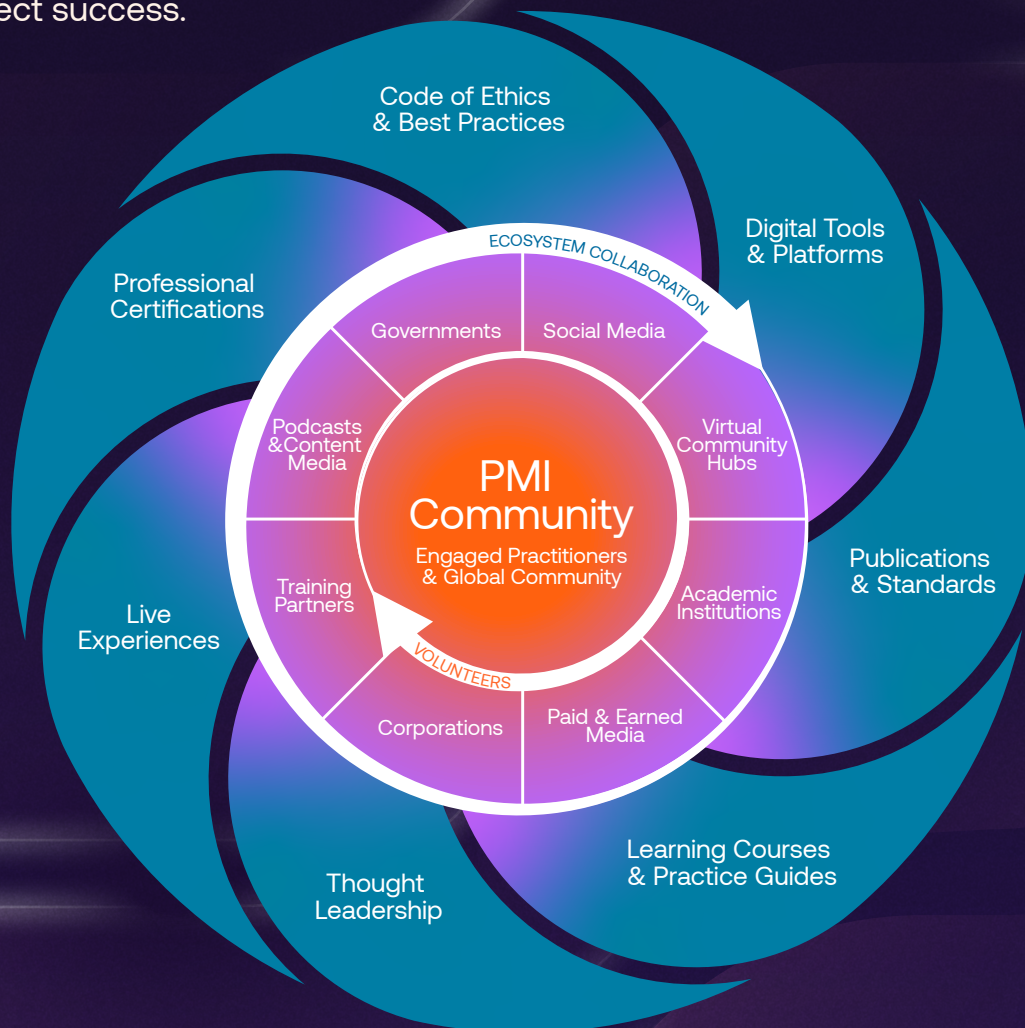


The power of shared knowledge

This is the work of 2026:

stepping up as a profession,
and building a better future
through project success.

When that ecosystem shares knowledge, raises standards, adopts new tools, and reinforces what “good” looks like, we create a flywheel: stronger professionals, more successful projects, greater trust, and more impact.





Our vision for the project profession remains clear:

A profession that is elevated and essential, recognized for its leadership, ethics, innovation, and impact, where Project Professionals have strong career paths, access to senior leadership, and the opportunity to make a positive difference in the world.

Achieving this vision takes all of us, together.

When a few of us step up, *things change.*

When we all STEP UP together, *we change what's possible.*

Let's transform our profession together