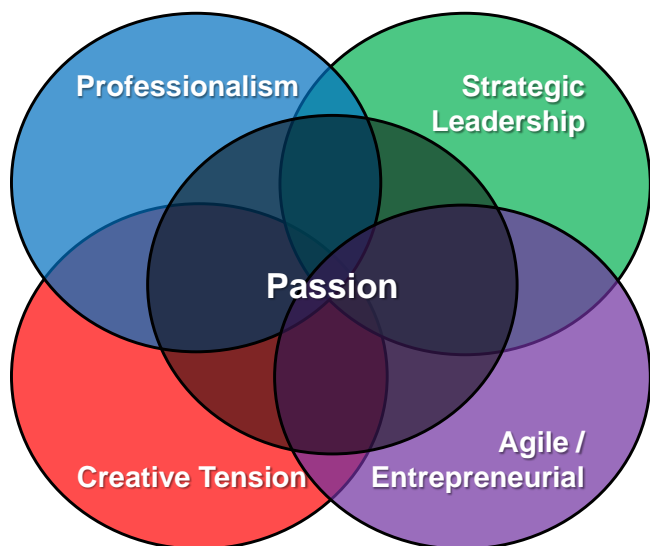


## PMI® Board of Directors Culture, Principles, and Protocols



### Passion

- Demonstrating a commitment and dedication to the value of project management and the Institute.

### Professionalism

- Conducting ourselves in ways that demonstrate mutual respect, respect for the Institute, and fostering a positive image of the Board, the Institute, and the project management profession.

### Strategic Leadership

- Acting with strategic perspective, embracing servant leadership and humility. Exercising knowledge-based decision-making by utilizing a combination of sound research, facts, expertise, and objective analysis for the best interest of the Institute.

### Creative Tension

- Recognizing that a true creative setting means encouraging and valuing the exchange of diverse perspectives with the freedom to agree and disagree, while continuing to move forward.

### Agile / Entrepreneurial

- Being flexible and adaptable, recognizing and acting upon strategic opportunities and changing environment for the project management profession globally.

## Principles

1. Prepare for meetings (portfolio posted to Board Online Community (OLC) 15 days in advance of meeting for face to face, 5 days for webinars conference calls - per RoB 8.0). Every attempt will be made to follow the agenda as published, however there maybe circumstances where the order has to change and Directors are asked to be flexible when this occurs.
2. Ask clarifying questions regarding Consent Calendar or other agenda items in advance of a Board meeting, after receiving the Board meeting portfolio. If there is a consent item that you feel requires discussion, please notify the Chair or Secretary so it can be pulled from the Consent Calendar and added to the agenda prior to the Board meeting.
3. Agenda topics/motions are provided in advance, discussed in informal session and then a straw vote is taken. Directors are strongly encouraged to ask questions or raise their concerns regarding a motion before the meeting, during the informal session or before it is "moved" to the floor during formal sessions. Once a Board decision is made, the Board speaks with one voice (per RoB 6.03 f).
4. All staff requests should go through the President and CEO or executive liaison for the Board Standing Committee or Task Team. This refers to formal request for action/work (new work) rather than, by way of example, fulfilling existing deliverables within committee charters (per RoB 9.2).
5. Board interpersonal issues or matters of deep concern should be directed to the Chair to begin a discussion/resolution process so as to avoid any negative impact for the Board.
6. Never hesitate to ask questions or for assistance from your colleagues or from the President and CEO.

## Protocols

7. Limit cell phone use during meetings.
8. Internet access will be available during a Board meeting and is to allow Directors to access the Board meeting portfolio and other meeting-related information electronically. Internet usage should be limited to PMI Board business during meetings.
9. Honor everyone's time commitment: Connect to teleconferences 5 minutes in advance and webinars 10-15 minutes in case technical assistance is needed and to pre-register for webinars.
10. Make PMI travel plans no later than 21 days in advance of the meeting date (per Board Travel policy) and plan for only one transition day during international travel, i.e., if an international meeting is scheduled to begin on Wednesday, one may arrive on Monday and take Tuesday as a transition day. Confirm travel itineraries. Changes can be made within 24 hours to avoid penalty to PMI.
11. Forward all external Board communications to the Board Communication Coordinator (per RoB 6.1).
12. Spouses/partners are generally invited to Board dinners unless it is a working dinner or it is labeled "Board only".
13. Family members under the age of either 18 or 21 (depending on locale and local law) may not be allowed to attend certain PMI events to avoid potential liability for PMI.