

From Vision to Practice

A Playbook to
Apply M.O.R.E.

Foreword

For decades, most definitions of project success have focused on delivery against scope, time and budget: the iconic “triple constraints.” But our extensive research, conducted in 2024 and 2025 — not only among project professionals but also among multiple types of stakeholders — showed that we need to reframe project success beyond the triple constraints. In other words, shift from project management success to project success.

A project is an investment — in time, resources and lost opportunities. It is successful when the value it delivers exceeds the effort and expense that have been invested.

Project success does not come from process alone. It largely derives from how project professionals think, act and lead. This is where M.O.R.E., our broader vision of the project profession, comes into play.

M.O.R.E. is a mindset and a guiding star for shifting from project management success to project success. It stands for Manage Perceptions, Own Success, Relentlessly Reassess, Expand Perspective. Our deep-dive research identified M.O.R.E. practices that distinguish high-performing project professionals from the rest. Our research also shows that when all four elements of M.O.R.E. are applied consistently, the Net Project Success Score (NPSS) more than triples. Yet today, only 7% of project professionals do so consistently.

At the same time, as AI reshapes how work gets done, M.O.R.E. becomes an urgent call to action. It is a way to future-proof the role of project professionals. Our relevance won’t be driven by executing tasks increasingly automated by AI — it will depend on our ability to leverage AI. It will also depend on our ability to deliver impact by aligning stakeholders, navigating complexity and taking ownership of the outcomes that matter most to organizations and the people they serve.

That gap is why this playbook exists. It offers practical tools and guidance to put M.O.R.E. into practice every day.

Project professionals who embrace the shift envisioned by M.O.R.E. will not simply protect their relevance in an era of AI. They will position themselves as the leaders organizations need most — leaders who own transformation, outcomes and impact!



Pierre Le Manh, PMP
President & CEO
Project Management Institute

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Introduction

Step Up to Deliver M.O.R.E. is our call to action for the profession. At a time when organizations face unrelenting pressure to reinvent, with digital transformation, AI adoption and shifting stakeholder expectations accelerating the pace of change, project success has never mattered more. Yet just half of projects today meet a modern definition of success: delivering value that is worth the effort and expense.

Changing that requires project professionals who move beyond task execution toward owning outcomes, cultivating an adaptive mindset and delivering real-world impact. M.O.R.E. provides guidance for making that shift.

“There’s a massive change underway. We need to think about project management and getting things done in a much more evolved way than in the past. M.O.R.E. sounds like a very good approach. It’s consistent with what we’re doing at Bayer. It’s important that teams become proficient in all these dimensions, so they work together in an integrated and seamless way to deliver impact and value.”

Michael Lurie

Chief transformation officer, Bayer

Lurie is the “chief catalyst” for one of the biggest transformations in the world as Bayer undertakes a fundamental reinvention to shift from a traditional management system to a system Bayer calls “dynamic shared ownership” — building the organization as a value-creating system.



M Manage perceptions



O Own success



R Relentlessly reassess



E Expand perspective

Multiyear PMI research in project success clearly demonstrates the positive effect on outcomes when project professionals move beyond task execution toward owning success and delivering real-world impact. The findings from that research provide the foundation for this playbook:

- ▶ **Maximizing Project Success** (2024) put forward a consensus definition: Successful projects deliver value worth the effort and expense.
- ▶ **Step Up: Redefining the Path to Project Success with M.O.R.E.** (2025) built on the previous work and found that applying a holistic approach with M.O.R.E. greatly improves project success: Professionals who fully adopt M.O.R.E. see their Net Project Success Score (NPSS) more than triple. However, only 7% currently apply all four elements in their work.

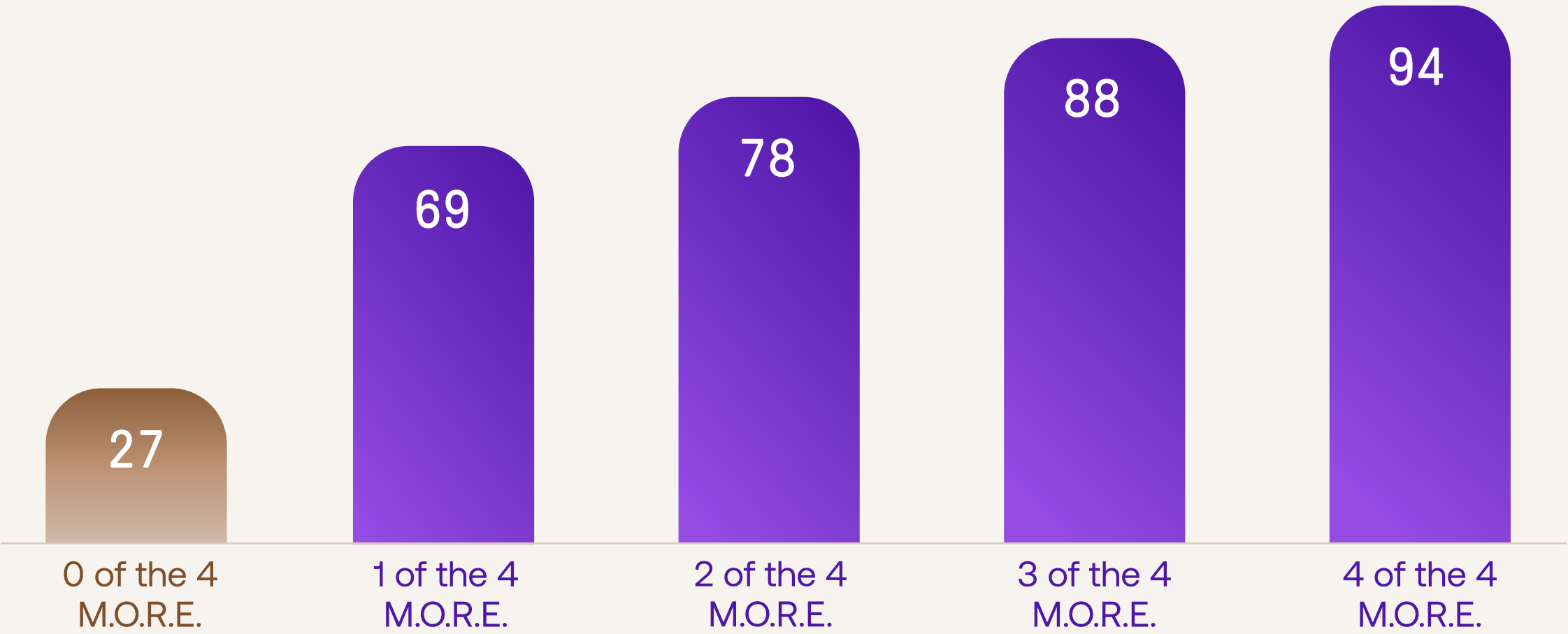
The gap between the value realized by project professionals who consistently apply M.O.R.E. and the potential value that remains unlocked by those who have yet to apply these practices is the reason this playbook exists. The 40 example practices in the pages that follow give you a concrete starting point for closing this gap.

“One of the striking insights from M.O.R.E. and other current research into project management is that there is no new silver bullet none of us haven’t thought about already. The real insight is that practices need to layer and co-investments in several practices are needed to create value-adding opportunities.”

Alexander Budzier
CEO, Oxford Global Projects; fellow, University of Oxford, Saïd Business School

Figure 1: NPSS: Net project success score (% rating successful – % rating failure)

The data is clear: M.O.R.E. multiplies project success



Source: **Step Up: Redefining the Path to Project Success with M.O.R.E.** (2025)

How to Use This Playbook

The M.O.R.E. Playbook is a hands-on guide to 40 possible practices, validated by project practitioner surveys, that help project professionals increase their M.O.R.E. capabilities. The practices span both cognitive and tactical domains: “O” and “E” focus more on how project professionals think — how they make sense of complexity, evaluate decisions and lead adaptively — whereas “M” and “R” focus more on how they act, translating that thinking into concrete practices that shape project outcomes.

As you review these practices, keep in mind that this list isn't exhaustive or prescriptive; project professionals are encouraged to find additional ways to apply M.O.R.E. in their own projects. Context counts: Depending on the unique aspects of your project or organizational strategy, certain M.O.R.E. practices may be more or less applicable.

Each element of M.O.R.E. is addressed in its own section, featuring:

- ▶ A **list** of aligned practices with a brief explanation of why each matters.
- ▶ A **mapping** to Focus Areas and performance domains from *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide)—Eighth Edition, showing when and where each practice fits within the project life cycle.
- ▶ An **impact/prevalence** matrix based on the 2025 research, helping you identify where adopting a practice can have the greatest impact.
- ▶ **Case stories** showing how project professionals at top-performing organizations have applied M.O.R.E. practices to deliver better outcomes.
- ▶ **“Try This”** prompts with concrete actions you can take on your next project.

These resources should be considered as a starting point. Remember: M.O.R.E. has a cumulative impact — applying just one of the four elements of M.O.R.E. increases NPSS by +42, and using additional elements further improves results.

This playbook is an invitation to develop a more holistic approach and rethink what it means to lead a project today. When you utilize these practices and build your M.O.R.E. capability, you move beyond managing work to delivering value.

Definitions

Focus Areas

Core activities that occur throughout any project (Initiating, Planning, Executing, Monitoring and Controlling, and Closing).

Performance domains

Groups of related activities that are critical for the effective delivery of project outcomes (Governance, Scope, Schedule, Finance, Stakeholders, Resources and Risk).

M: Manage Perceptions

Your project may deliver real value — but if stakeholders don't perceive it that way, it won't be seen as successful. Metrics still matter, but if stakeholders fail to see value in a project's outcomes, true success remains out of reach even when operational goals are met. Managing perceptions sharpens the team's focus on value and enhances your influence and credibility. Our research shows that when project practitioners consistently use practices aligned to “M,” it boosts NPSS by +30.

The “M” practices on the following pages help ensure stakeholders have a clear understanding of the project's purpose and expected outcomes. Each practice includes guidance on how to put it into action.

Keep in mind that these practices are not intended to be applied in isolation. You can achieve maximum impact from applying M.O.R.E. when combining practices from the four different aspects. For example, the “M” practice: *Regularly socialize a clear point of view on the project's progress toward value creation* and the “O” practice: *Empower project team members to understand their role in creating value, not just completing tasks* enhance the team's focus on value creation and ability to realize it.

+30
NPSS boost when
practitioners
consistently use
practices aligned
to “M”



M: Manage Perceptions

List of Practices

| Surface value

PRACTICE 01 Champion customer feedback as a key input to ensuring a project is ultimately seen as successful. GUIDANCE The end user’s experience is the ultimate test of whether a project delivered value. Build formal mechanisms — surveys, interviews, usability testing or customer advisory groups — to capture feedback throughout the project, not just at delivery. Let that feedback visibly shape decisions.	PRACTICE 02 Create transparency through use of real-time, shared dashboards or reports. GUIDANCE Give stakeholders the ability to see project health for themselves through live dashboards, shared trackers or open-access reporting. Transparency reduces the need for stakeholders to seek out information through back channels and builds confidence in the project team’s competence.	PRACTICE 03 Maintain a register to track both intended and emergent benefits. GUIDANCE Value doesn’t always arrive where you planned for it. Maintain a living benefits register that captures not only the outcomes you designed for, but also the unexpected value that emerges along the way. This practice strengthens your ability to demonstrate success to stakeholders who may not see the full picture.
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M: Manage Perceptions

List of Practices

| Articulate value

PRACTICE 04 Align stakeholders on which metrics will be used to evaluate progress toward value creation. GUIDANCE If you don’t agree on how success will be measured, you can’t agree on whether you’ve achieved it. Define success criteria collaboratively with stakeholders during planning and revisit them as conditions change. This is a core component of the “measurement trifecta” identified in the PMI project success research.	PRACTICE 05 Clearly map how each stakeholder’s needs and wants will be addressed in a successful project outcome. GUIDANCE Stakeholders rarely share a single definition of success. During planning, document what each key stakeholder expects to see and where those expectations conflict. Surfacing tension early is far easier than reconciling it at delivery.	PRACTICE 06 Identify and prioritize which stakeholders’ opinions are most likely to influence perception of success. GUIDANCE Not all stakeholders carry equal weight in determining whether a project is seen as successful. Early in the project, map who has the authority, visibility or influence to shape the narrative around your project’s outcomes and focus your engagement energy there.	PRACTICE 07 Proactively address skepticism and reframe perceived failures constructively. GUIDANCE Stakeholder skepticism, left unaddressed, hardens into opposition. When you encounter doubt or resistance, engage with it directly: acknowledge the concern, provide evidence and reframe setbacks as course corrections rather than failures. The ability to manage negative perceptions is just as important as reinforcing positive ones.	PRACTICE 08 Regularly socialize a clear point of view on the project’s progress toward value creation. GUIDANCE Don’t wait for formal reporting cycles to shape the narrative. Proactively share your read on how the project is tracking against its value objectives in team meetings, leadership updates and informal conversations. A well-informed stakeholder group is far easier to manage than one that’s filling information gaps with assumptions.	PRACTICE 09 Be upfront with project participants about what’s working and what’s not. GUIDANCE Candor is a perception management tool. When you acknowledge problems openly, you build credibility. When you hide them, you build suspicion. Create a team culture where surfacing bad news early is treated as a contribution, not a failure.
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M: Manage Perceptions

List of Practices

Align value

PRACTICE 10 Align stakeholder expectations on a timeline for successful value creation. GUIDANCE Some project value is immediate; some takes months or years to materialize. Make sure stakeholders understand when to expect results and that not all value will be visible at project close. Setting realistic time horizons prevents premature judgments of failure.	PRACTICE 11 Build trust with stakeholders through early and ongoing engagement. GUIDANCE Trust is not established by a single kickoff meeting; it's built through consistent, reliable interaction over time. Engage stakeholders early — before they come to you with concerns — and maintain a regular rhythm of contact. Stakeholders who trust the project team are more likely to perceive the project favorably, even when challenges arise.	PRACTICE 12 Keep project participants focused on maximizing the total value created and the range of people who benefit from it. GUIDANCE It's easy for teams to narrow their focus to the immediate deliverable and lose sight of the broader impact. Regularly reconnect the team to the project's value story: who benefits and how and why it matters beyond the project boundary.	PRACTICE 13 Regularly initiate open, critical discussions to keep the project on track to meet stakeholder expectations for creating value. GUIDANCE Don't wait for problems to escalate. Build structured checkpoints, such as retrospectives, stakeholder reviews or health checks, where the team and stakeholders can openly assess whether the project is still on the path to delivering the value that was promised.	PRACTICE 14 Tailor communication and engagement strategies to match the specific needs and expectations of each stakeholder. GUIDANCE A board member, a frontline user and a partner organization need different levels of detail, different cadences and different framing. One-size-fits-all communication is one of the fastest ways to lose stakeholder confidence. Invest the time to understand what each audience needs to stay informed and engaged.	PRACTICE 15 Shape a clear story of the real-world value the project should create from the start. GUIDANCE Before the first status report, articulate a compelling narrative of why this project matters — not in terms of deliverables, but in terms of outcomes for the people it serves. A shared value story aligns the team internally and gives stakeholders a reason to stay invested.
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When and Where to Apply ‘M’ Practices

Each “M” practice connects to the project management framework described in the *PMBOK® Guide*—Eighth Edition. The **Focus Area** tells you when in the project life cycle is most critical to initiate the practice, whereas the **performance domain** tells you what the practice primarily influences or has a direct impact on (e.g., stakeholders, scope, risk, etc.).

Use this mapping* as a planning tool: As you move through each phase of your project, check which “M” practices are most relevant. For example, *Clearly map how each stakeholder’s needs and wants will be addressed in a successful project outcome*, is most critical during *Planning* and primarily influences the *Stakeholders* performance domain. That means when you’re developing your project management plan and identifying stakeholders — that’s the moment to apply this. Project practitioners should customize their mapping as needed to fit their own project.

*Original mapping developed by Jonathan Lee.

Figure 2: Mapping of the PMBOK® Guide – Eighth Edition

This table maps the 40 example M.O.R.E. practices in this playbook to the Focus Areas and performance domains of the *PMBOK® Guide* – Eighth Edition. Subsequent charts provide more detailed mapping of each practice within M., O., R., and E.



FOCUS AREAS →	Initiating	Planning	Executing	Monitoring and Controlling	Closing
PERFORMANCE DOMAINS ↓					
Governance	Initiate Project or Phase M E	- Integrate and Align Project Plans - Plan Sourcing Strategy M R E E	- Manage Project Execution - Manage Quality Assurance - Manage Project Knowledge M E	- Monitor and Control Project Performance - Assess and Implement Changes M M M O O R R R	Close Project or Phase O
Stakeholders	Identify Stakeholders M	- Plan Stakeholder Engagement - Plan Communications Management M M M E	- Manage Stakeholder Engagement - Manage Communications M M M M O	- Monitor Stakeholder Engagement - Monitor Communications M R E	
Resources		- Plan Resource Management - Estimate Resources	- Acquire Resources - Lead the Team O O	Monitor and Control Resourcing R R	
Risk		- Plan Risk Management - Identify Risks - Perform Risk Analysis - Plan Risk Responses O E E E	Implement Risk Responses	Monitor Risks R O	
Scope		- Plan Scope Management - Elicit and Analyze Requirements - Define Scope - Develop Scope Structure		- Manage and Control Scope - Validate Scope	
Schedule		- Plan Schedule Management - Develop Schedule		Monitor and Control Schedule	
Finance		- Plan Financial Management - Estimate Costs - Develop Budget		Monitor and Control Finances	

Focus Areas: Core activities that occur throughout any project (Initiating, Planning, Executing, Monitoring & Controlling and Closing)
Performance domain: Group of related activities that are critical for the effective delivery of project outcomes (Governance, Stakeholders, Resources, Risk, Scope, Schedule and Finance)

See zoomed in version on next page. ↓

M: Manage Perceptions

Mapping of the PMBOK® Guide – Eighth Edition



FOCUS AREAS →	Initiating	Planning	Executing	Monitoring and Controlling	Closing
PERFORMANCE DOMAINS ↓					
Governance	Shape a clear story of the real-world value the project should create from the start.	Align stakeholders on which metrics will be used to evaluate progress toward value creation.	Keep project participants focused on maximizing the total value created and the range of people who benefit from it.	Create transparency through use of real-time, shared dashboards or reports. Maintain a register to track both intended and emergent benefits. Regularly initiate open, critical discussions to keep the project on track to meet stakeholder expectations for creating value.	
Stakeholders	Identify and prioritize which stakeholders' opinions are most likely to influence perception of success.	Clearly map how each stakeholder's needs and wants will be addressed in a successful project outcome. Align stakeholder expectations on a timeline for successful value creation. Tailor communication and engagement strategies to match the specific needs and expectations of each stakeholder.	Build trust with stakeholders through early and ongoing engagement. Be upfront with project participants about what's working and what's not. Regularly socialize a clear point of view on the project's progress toward value creation. Proactively address skepticism and reframe perceived failures constructively.	Champion customer feedback as a key input to ensuring a project is ultimately seen as successful.	
Resources					
Risk					
Scope					
Schedule					
Finance					

Where to Focus: The ‘M’ Impact and Prevalence Matrix

The impact and prevalence of each “M” practice is an additional factor to consider when deciding which practices are most relevant to your project. The “M” matrix shows where the greatest opportunities lie based on PMI research.

This matrix maps the frequency of use of each practice against its impact on project success (as measured by NPSS). Practices nearest the lower right of the matrix offer the greatest opportunity for differentiation — they have high impact but are underutilized. Practices in the upper-right deliver strong impact but are already widely adopted, making them essential baseline capabilities.

The data shows that *Clearly mapping how each stakeholder’s needs will be addressed* and *Maintaining a register to track intended and emergent benefits* are the two “M” practices with the highest impact on project success.



M: CASE STORY

Managing Perceptions: Discovery Vitality HealthyFood Benefit

CHALLENGE Discovery Limited is a leading South African financial services group with multiple business units, including health and life insurance. Nutrition is a cornerstone of Discovery's science-backed Vitality wellness program, designed to improve health outcomes. The HealthyFood benefit incentivizes members to make better food choices by offering discounts on healthy items, along with the opportunity to earn reward benefits. During the COVID-19 pandemic, the organization observed a fundamental shift from in-store grocery purchases to online grocery delivery.

APPROACH The project to address this consumer shift would require Vitality to reexamine existing relationships with three retail partners. One long-standing partnership was ended, and Vitality took on a new partner, the leading online retailer of groceries in South Africa. The project team would not only need to manage these sensitive relationships but also roll out the new service offering without disruption to HealthyFood customers. The Vitality app would be used to communicate, as well as activate, product enhancements and drive the transition to the new partner set.

How the Vitality Team Delivered Success by Managing Perceptions

The company's product offerings employ a "shared value" model, which combines behavioral change with rewards to improve health outcomes. A clear vision enabled the project team to build relationships with customers and commercial partners. (PMI research establishes having a clear vision as critical for project success; a clear vision increases NPSS by +59 over projects with no clear vision.)

Shape a clear story of the real-world value the project should create from the start.

Champion customer feedback as a key input to ensuring a project is ultimately seen as successful.



“We want to improve people's lives, make healthy food accessible and build a better South Africa,” says Deeksha Singh, who heads up the project management office for Vitality. “I think the partners understood that — understood the brand, understood the value and the product — and they bought into it and that's why they signed up with us.” A commercial “exco” (executive committee member) worked in concert with the project team to manage the retail partnerships.

Keeping customers involved and helping them understand what the new experience was going to be was essential. “The product was shaped by what customers expected,” says Singh. “We had to make sure that throughout the journey we were able to communicate actively with our customers to make sure they understood the changes. We tailored that communication to give them advance notice, so they knew what was coming their way.” Vitality was able to measure member engagement through activation spending and the rewards that customers earned.

Chris Jones, head of research and product development, explained that Vitality was extremely transparent about which grocery items would be made available for health discounts when managing relationships with retail partners. “Our CEO, Dinesh Govender, says it's easier to follow your principles 100% of the time than 99%. If you take healthy food as an example and you're focused on benefits and the impact that you want to have from a member perspective, you always have to be true to it, and everything else must be secondary.”

Internally, executive support helped the project team understand their purpose and manage expectations. “Because of the high importance of this project, we had almost all our executive committee in a room to speak to the entire project team,” says Singh. “I think the message landed: ‘This is a product that your mom’s going to use so you don’t want to let your mom down.’ They set that scene upfront in terms of how this project would make our members healthier, give them more accessibility to healthy food, which is much easier for them because we’ve got more partners on board.”

KEY RESULTS

1

Increase in the number of members activating the benefit.

2

Increase in the number of members receiving rewards from making grocery purchases.

3

Expansion of the HealthyFood benefit supports well-being in the form of more sustainable health outcomes, ensuring a positive impact on the insurer’s risk profile.

Try This: Putting “M” Into Action

Try This: Whenever possible, have individual discussions with your stakeholders to understand how they will view success and what's important to them.

Try This: Use “what-if” scenarios with stakeholders to understand how they would make or view “trade-off” decisions regarding requirements or constraints.

Try This: When reporting status, in addition to data and metrics, provide a narrative that allows you to describe progress and how things are going or what's changing.

Try This: Keep a simple benefits register that tracks not only intended outcomes, but also unexpected value emerging during delivery.

Try This: Before a major update or decision, ask: “Who needs to hear this first, and what do they need in order to see progress as credible?”

“When a project professional looks at a M.O.R.E. practice, the practical questions are: Why does it matter, when should I apply it, and how do I do it well? Mapping the 40 M.O.R.E. practices to the PMBOK Guide—Eighth Edition mindsets, performance domains and focus areas provides a usable scaffold for answering those questions. It helps practitioners quickly recognize and embrace the required mindset, identify where the practice is most active in project work, and translate this into specific tasks, activities and checkpoints that can be incorporated into the plan and day-to-day delivery.”

Jonathan Lee

DAC, PMI-ACP, PMP, president, Riics, Inc.; adjunct industry professor, Illinois Tech Stuart School of Business

O: Own Success

Viewing the project through an ownership lens by taking responsibility for factors you can influence motivates visible and concrete actions, such as aligning work to intended value, surfacing risks or identifying purposeful tradeoffs. The key driver is to see the project through to success, not simply completion.

Project professionals who exemplify ownership demonstrate accountability and inspire others, leading to more effective execution beyond just meeting traditional metrics. Applying business acumen to ensure that project outcomes are aligned with broader organizational goals is critical for long-term success. When project practitioners consistently use "O" practices, it boosts NPSS by +28.

The eight "O" practices discussed as follows support a proactive approach to assuming responsibility for steering the project toward maximum value creation. Project leaders must consistently evaluate progress and make adjustments to ensure their efforts are directed toward delivering the best possible outcomes.

+28
NPSS boost when
practitioners
consistently use
"O" practices



O: Own Success

List of Practices

Own consequences

PRACTICE 01

Identify and adjust for potential harms or missed expectations.

GUIDANCE

Actively look for unintended consequences or stakeholder expectations that aren't being met and address them before they undermine perceived success. This means creating space for honest assessment, not just monitoring dashboards. The willingness to confront shortcomings early protects both the project's reputation and its real-world impact.

PRACTICE 02

Identify opportunities to take calculated risks.

GUIDANCE

Look for moments where a well-considered risk could meaningfully improve outcomes, and advocate for calculated bets when the payoff warrants it. Document the rationale and potential upside so decision-makers can evaluate the opportunity with confidence. Strong ownership includes pursuing the upside, not just preventing failure.

Own outcomes

PRACTICE 03

Ensure post-delivery plans are in place for mitigating risk and realizing benefits.

GUIDANCE

Before closing, confirm that someone owns the transition to operations, that residual risks have been assigned, and that there is a clear plan for tracking whether intended benefits actually materialize. These handover conversations should happen well before the final milestone, not as an afterthought. Without post-delivery ownership, project value quietly evaporates.

PRACTICE 04

Help ensure project outcomes are aligned to broader organizational goals.

GUIDANCE

Regularly test whether your project's intended outcomes still support the strategic objectives it was designed to serve, especially when priorities shift midflight. Build checkpoints into your governance rhythm to surface misalignment before it compounds. A project that delivers its scope but misses the strategic target hasn't truly succeeded.

PRACTICE 05

Take responsibility for steering the project toward maximizing value creation.

GUIDANCE

When you see an opportunity to increase the project's value, raise it, even if it wasn't in the original scope. When you see the project drifting from its value objectives, intervene rather than wait for someone else to course correct. Active steering is what separates ownership from compliance.

O: Own Success

List of Practices

| Own value realization

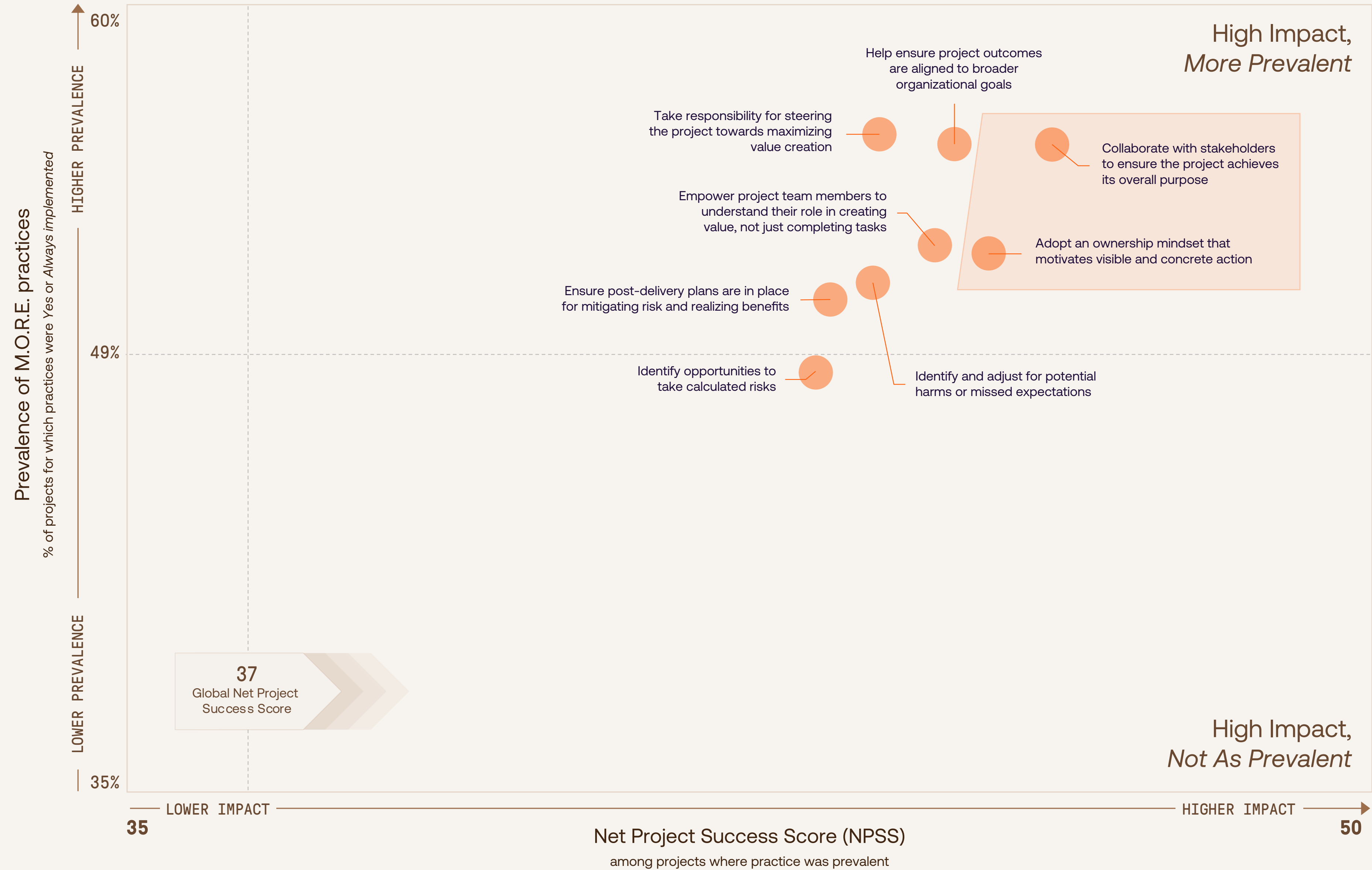
PRACTICE 06 Adopt an ownership mindset that motivates visible and concrete action. GUIDANCE Ownership shows up in following up without being asked, escalating issues early and solving problems outside your defined scope. These behaviors signal to the rest of the team that accountability is shared, not siloed. When the team sees this modeled, especially by the project leader, it becomes widely adopted.	PRACTICE 07 Collaborate with stakeholders to ensure the project achieves its overall purpose. GUIDANCE Throughout the project, maintain active dialogue with stakeholders about whether the work is still pointing toward its intended purpose, not just whether milestones are being met. This ongoing alignment helps the team recalibrate early. When purpose and plan diverge, the purpose should win.	PRACTICE 08 Empower project team members to understand their role in creating value, not just completing tasks. GUIDANCE Help each team member connect their individual contributions to the project's broader value proposition. Take time to explain how their work feeds into the outcomes stakeholders care about most. People who see themselves as value creators make better decisions at every level.
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FOCUS AREAS →	Initiating	Planning	Executing	Monitoring and Controlling	Closing
PERFORMANCE DOMAINS ↓					
Governance				Help ensure project outcomes are aligned to broader organizational goals. Take responsibility for steering the project toward maximizing value creation.	Ensure post-delivery plans are in place for mitigating risk and realizing benefits.
Stakeholders			Collaborate with stakeholders to ensure the project achieves its overall purpose.		
Resources			Empower project team members to understand their role in creating value, not just completing tasks. Adopt an ownership mindset that motivates visible and concrete action.		
Risk		Identify opportunities to take calculated risks.		Identify and adjust for potential harms or missed expectations.	
Scope					
Schedule					
Finance					

Where to Focus: The ‘O’ Impact and Prevalence Matrix

Collaborating with stakeholders to ensure the project achieves its overall purpose and Adopting an ownership mindset that motivates visible and concrete action are two critical “O” practices project professionals should implement.



O: CASE STORY

Owning Success: Fujitsu's IT Service Desk Modernization for a Leading Hospitality Business

🔧 CHALLENGE

A leading hospitality business in the United Kingdom has been working to expand its presence in Germany and other international markets. To provide a superior customer experience, the company recognized the need to modernize its IT service desk infrastructure. Over the span of 7 years, the modifications made the existing system nearly unusable for crucial tasks like reporting and trend analysis, hindering the ability to gain meaningful insights.

💡 APPROACH

After conducting a thorough requirements gathering process, the project team from Fujitsu — the hospitality business's long-standing IT outsourcing partner — recommended decommissioning the legacy system and replacing it with a new, standardized platform. In subsequent phases the team implemented enhancements, such as a virtual agent and web chat, aimed at automating customer engagement. Phase three will add tools designed to facilitate comprehensive management of all customer assets, providing a capability that was absent from the previous system.

How the Fujitsu Team Delivered Success: Owning Success

A key success factor was the collaborative partnership between Fujitsu and the business, involving both the project team and a business-as-usual (BAU) support team. "Making sure that we got some of the BAU team parallel with the project team is part of our practice," says Mark Smallwood, delivery executive for the project. "It's a greater incentive to learn to own the long-term results. Otherwise, I've seen examples where the project team would implement something, throw it over the fence, and it would take a long time for the BAU team to get up to speed."

Ensure post-delivery plans are in place for mitigating risk and realizing benefits.

Adopt an ownership mindset that motivates visible and concrete action.



Derek Bailham and Georgios Befas were portfolio managers on the project. Bailham explained the team’s overall approach: “From the first initiation of engagement with the customer around the statement of work, we’re focused on the outcomes rather than the deliverables.” Bailham played a vital role in consistently communicating clear, factual updates across all stakeholder levels — from project managers to the hospitality company’s board members. Transparency built trust and allowed the customer’s COO to confidently relay progress without additional effort.

“I got some feedback from the COO that it was a huge benefit to him because he was able to take the content we produced and represent that himself because it was really clear and concise,” says Smallwood. “It was a great example of one team. It didn't matter whether you wore a customer badge or a Fujitsu badge. It was that we’re all working on this project together using the same material, the same presentation, the same review packs — whether it's internal to Fujitsu or internal to the customer or collaborative — which was quite unique.”

The project included commercial caps to guarantee adoption rates, giving the hospitality business price certainty and shifting the risk to Fujitsu if call volumes exceeded expectations. This financial “skin in the game” demonstrated Fujitsu’s confidence in the project’s success and commitment to customer value.

Bailham and Befas were proactive in identifying additional enhancements and value-add opportunities during the project, some at no extra cost, which increased the project scope and improved outcomes. “That's one of the big things that the customer fed back to us,” Smallwood explained. “It wasn't just ‘This is what you said at the start and that's what you delivered at the end.’ It's been an evolving project where the scope increased through the lifespan because the team helped develop the customer’s knowledge and understanding of what they were getting and was able to identify additional tools and functionalities that they wanted to have.”

The project team’s ownership approach benefited Fujitsu as well. “As Derek and Georgios started delivering, they learned more about the tool, and they shared their experience with colleagues within our organization who wanted to know: What was your learning from the program that you delivered? Could I implement some of that learning on my program?”

KEY RESULTS

1

The project is on track to achieve cost savings in year three.

2

The Fujitsu team was able to point out product enhancements, some free of charge.

3

The portfolio managers were able to share the knowledge they gained with colleagues at Fujitsu to inform similar projects.

Try This: Putting “O” Into Action

Try This: Define a clear vision for the project that shows how each team member adds value; make a conscious effort to acknowledge milestones and accomplishments.

Try This: Help your team members discover their “why”
— the purpose driving them to work on the project
— to inspire greater ownership of outcomes.

Try This: Recognize situations where small adjustments to scope, schedule or budget can deliver extra value and clearly explain your reasoning to leadership.

Try This: When you spot a gap between what the project is delivering and what stakeholders actually need, name it early — even if no one has formally asked you to.

Try This: Before closeout, confirm who will own the benefits, residual risks and transition work after the project team steps away.

“Project ownership isn’t about who’s accountable: It’s about whether a team cares about the outcome. Teams that own their success don’t wait to be told; they accept the responsibility to make decisions and embrace the freedom to act.”

Sandy Mamoli

CEO, Nomad8; author of “Creating Great Teams”; Board of Directors, Agile Alliance

R: Relentlessly Reassess

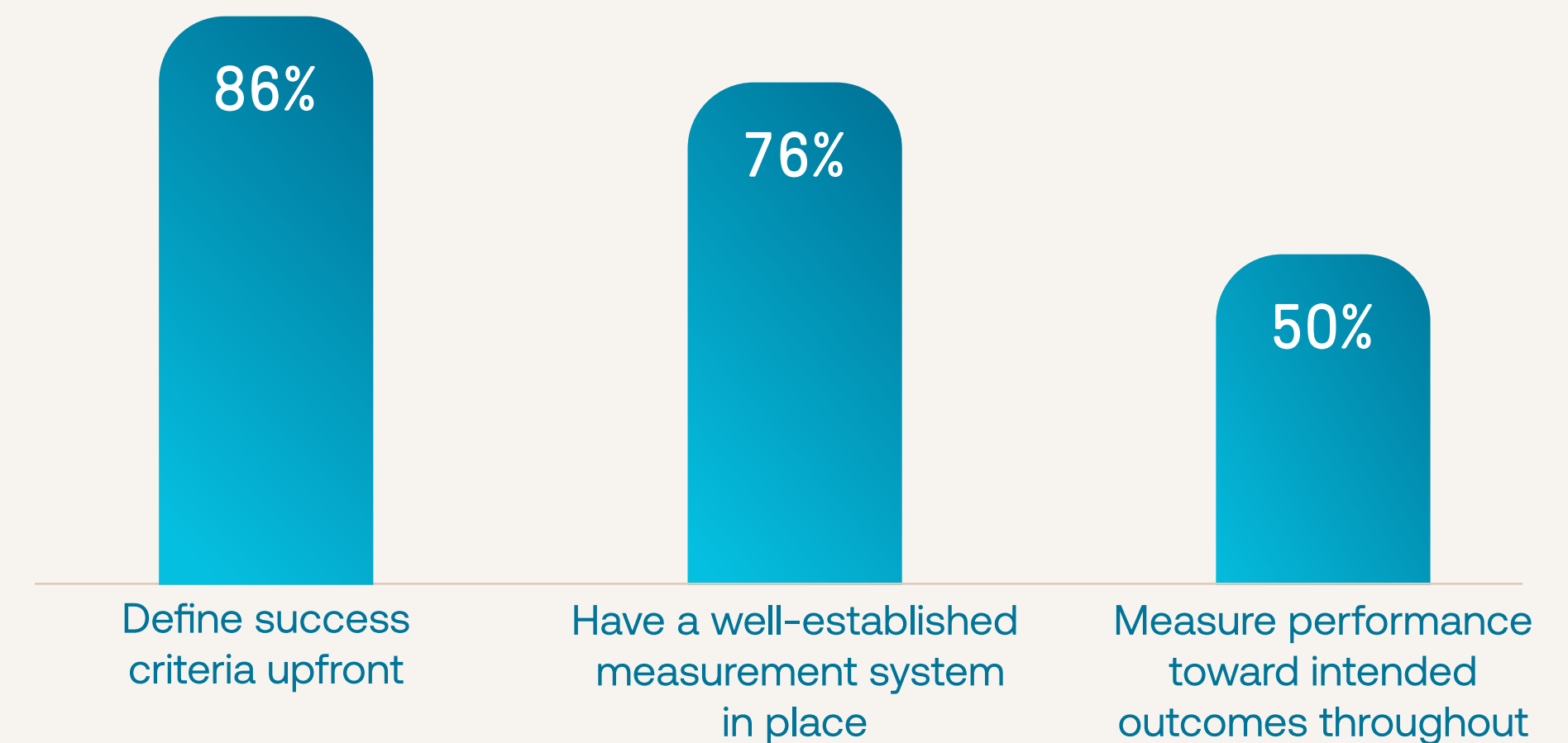
Project professionals must stay alert to the inevitability of change in the wider environment. While your vision may remain constant, plans and priorities should adapt to changing conditions, especially emerging risks and opportunities. Regularly evaluate and adjust your approach as needed to stay aligned with overall goals and respond effectively to new information.

The measurement trifecta — defining success criteria upfront, establishing a system to measure progress and measuring performance toward intended outcomes — combined with “R” practices allow you to relentlessly reassess project parameters and adjust your strategy to maximize value. When project practitioners consistently use “R” practices, it boosts NPSS by +31.

+31
NPSS boost when practitioners apply practices that help them relentlessly reassess

Figure 3: Projects with measurement components in place

| 37% of projects use the “measurement trifecta”



Source: *Step Up: Redefining the Path to Project Success with M.O.R.E.* (2025)

R: Relentlessly Reassess

List of Practices

Adapt direction

PRACTICE 01 Continually assess and adjust the approach to optimize the path to value. GUIDANCE The approach you chose at the start may not be the best approach at the midpoint. At regular intervals, evaluate whether your methods, sequencing and priorities are still optimizing for value, and be willing to change course when the evidence supports it. Treating the project management plan as a living document rather than a fixed contract keeps the team focused on outcomes.	PRACTICE 02 Continually look for opportunities to better utilize technology to streamline effort or improve value creation. GUIDANCE Technology capabilities evolve rapidly, and tools available at project start may not represent the best options months later. Stay alert to ways that new or existing technology could reduce effort, accelerate delivery or improve the quality of what you're producing. Encourage the team to flag tools or automations that could make a material difference.	PRACTICE 03 Explore opportunities to realize additional value through big picture integration with other efforts. GUIDANCE Your project likely intersects with other initiatives across the organization. Regularly look for ways to create additional value through coordination, shared resources or aligned timing with adjacent projects and programs. These connections are rarely obvious at the outset and often surface only through deliberate inquiry.	PRACTICE 04 Regularly assess whether changes in project goals are required. GUIDANCE Goals that made sense at initiation can become outdated as conditions evolve. Periodically revisit whether the project's stated objectives still reflect what stakeholders and the organization actually need and adjust them before misalignment compounds. This is especially important when organizational strategy shifts midproject.
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R: Relentlessly Reassess

List of Practices

Reassess assumptions

PRACTICE 05

Monitor changes in the broader environment to identify emerging risks or new opportunities for the project.

GUIDANCE

Build a regular habit of scanning for external changes (market conditions, regulatory shifts, organizational priorities, technology developments) that could affect your project's path to value. Dedicate time in recurring team meetings to discuss what's changed since the last review. Projects operate within a larger context that shifts constantly.

PRACTICE 06

Regularly collect feedback to identify emergent opportunities, risks and potential stakeholders.

GUIDANCE

Establish consistent channels (retrospectives, stakeholder check-ins, customer input) to surface information that wasn't visible at the outset, including new risks, unexpected opportunities and stakeholders you didn't initially identify. Make it easy for people to share what they're seeing on the ground. Feedback is a sensing mechanism, not just a satisfaction metric.

PRACTICE 07

Regularly assess whether resources are appropriate to create the amount of value intended.

GUIDANCE

Resource allocation decisions made during planning can drift out of alignment as the project evolves. Periodically evaluate whether you have the right people, budget and tools to deliver the value the project is targeting and escalate gaps before they constrain outcomes. Early visibility into resource mismatches gives leadership time to respond.

PRACTICE 08

Periodically evaluate whether project success remains viable based on predefined criteria and halt it if those benchmarks aren't met.

GUIDANCE

Every project should have clear criteria for continued investment. Build stage-gate checkpoints where the team honestly assesses whether the project is still on track to deliver sufficient value and have the discipline to stop or restructure when benchmarks aren't being met. Knowing when to stop is as important as knowing how to deliver.

R: Relentlessly Reassess

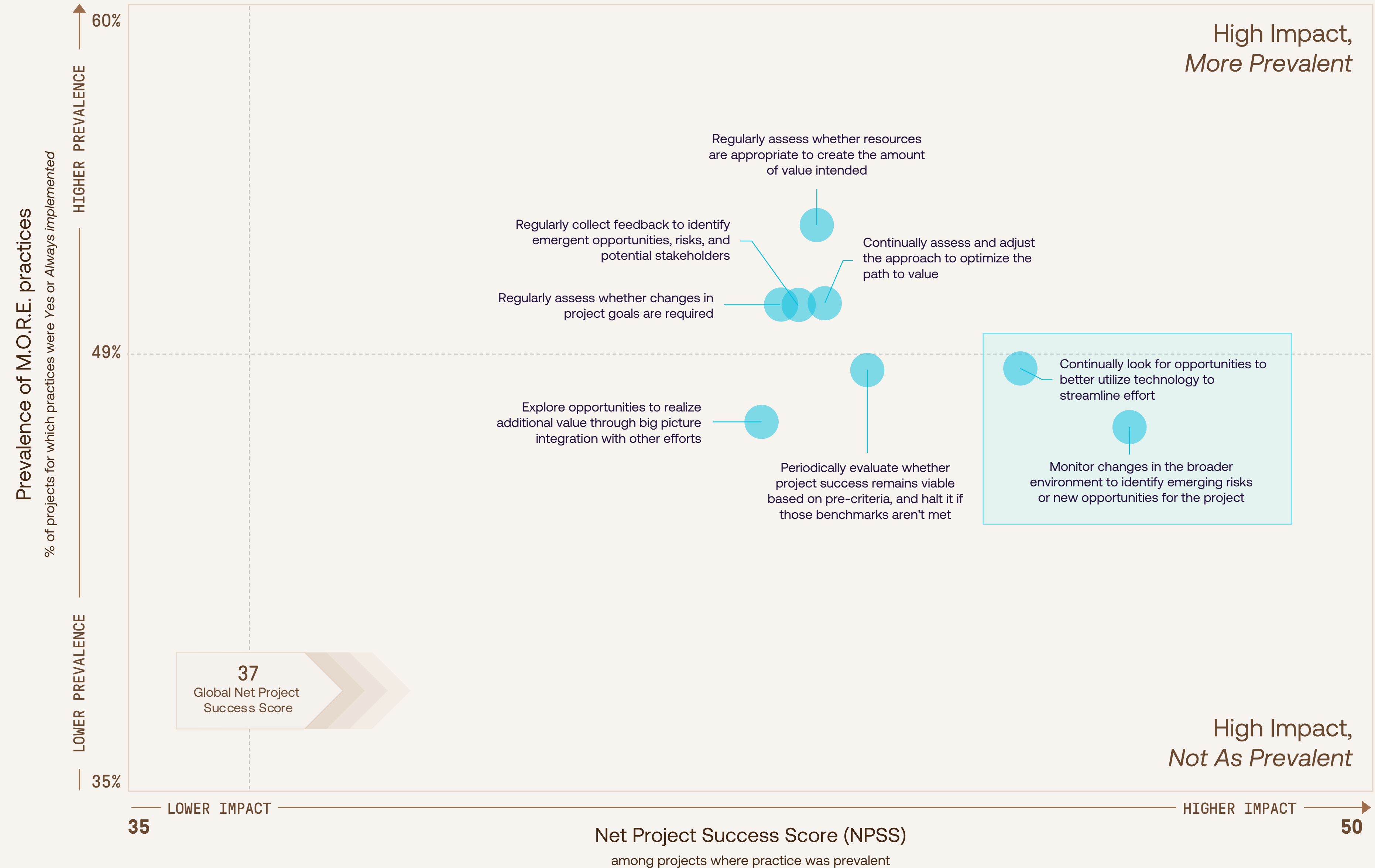
Mapping of the PMBOK® Guide – Eighth Edition



FOCUS AREAS →	Initiating	Planning	Executing	Monitoring and Controlling	Closing
PERFORMANCE DOMAINS ↓					
Governance		Explore opportunities to realize additional value through big picture integration with other efforts.		Continually assess and adjust the approach to optimize the path to value. Regularly assess whether changes in project goals are required. Periodically evaluate whether project success remains viable based on predefined criteria and halt it if those benchmarks aren't met.	
Stakeholders				Regularly collect feedback to identify emergent opportunities, risks and potential stakeholders.	
Resources				Regularly assess whether resources are appropriate to create the amount of value intended. Continually look for opportunities to better utilize technology to streamline effort or improve value creation.	
Risk				Monitor changes in the broader environment to identify emerging risks or new opportunities for the project.	
Scope					
Schedule					
Finance					

Where to Focus: The ‘R’ Impact and Prevalence Matrix

Looking for opportunities to better utilize technology to streamline effort and improve value creation and Monitor changes in the broader environment to identify emerging risks or new opportunities are “R” practices that are not as prevalent but provide high impact when implemented.



R: CASE STORY

Relentlessly Reassessing: Burns & McDonnell Program Services Within the Utility Sector

🔧 CHALLENGE

Burns & McDonnell was contracted to deliver program support services for a large public utility provider in the United States. Rapid growth following the COVID-19 pandemic placed extra pressure on the electrical grid and highlighted the need to upgrade infrastructure to better serve a broad population. The critical nature of this initiative necessitated the scaling up of staffing resources.

💡 APPROACH

To efficiently oversee a portfolio of 400 projects, the Burns & McDonnell project team “colocated” an office in the state where the utility provider operated. Team members built trust through proactive outreach by introducing themselves individually to managers and other stakeholders, clearly communicating their supportive role within the organization. The team ensured transparency by providing live dashboards and open access to data, enabling stakeholders to independently check project status. Quarterly executive meetings were conducted to ensure alignment and demonstrate project value.

How the Burns & McDonnell Team Delivered Success: Relentlessly Reassessing

Reassessment occurs at multiple levels and frequencies. The project team set up a project management office (PMO) for their client, including consolidated dashboarding with Power BI (a data visualization tool) to provide a single source of truth. “It was very much an initiative for us to say: ‘This sounds kind of like overkill, but trust me, this is going to be very, very useful.’ And now it's gotten to the point where everyone uses these dashboards that we've set up even for their own day-to-day things not even related to our projects,” says Alexander Meekhoff, program manager.

Continually assess and adjust the approach to optimize the path to value.

Regularly collect feedback to identify emergent opportunities, risks and potential stakeholders.



“We sat down with all the stakeholders and created a KPI library, with stakeholder consensus defining thresholds for red, yellow and green status on cost, schedule and other metrics,” says Meekhoff. These KPIs are applied at project and portfolio levels, enabling decision-makers to assess overall portfolio health and make informed adjustments such as reallocating resources when projects are delayed or risks materialize.

Infrastructure projects often involve construction that can disrupt customer homes and transit routes. Prioritizing proactive communication with clients and their customers helped surface and reduce risk from dissatisfied stakeholders. “When we go out in the communities and we’re impacting our customers,” Meekhoff explains, “we put signs up, we put fencing up, we knock on doors, we distribute flyers saying if you have a problem with this project that’s starting in 2 weeks, call this number.”

Assessing the team’s own performance is crucial to optimizing maturity. Project-level performance is evaluated monthly, whereas broader process reassessments happen biannually or as needed in response to organizational changes or technological advancements. For example, a major client reorganization on another project required restructuring contracts and teams to align with the new organization efficiently.

Meekhoff described how the team improved the accuracy of bid prices by analyzing market feedback and refining request for proposal (RFP) documents, reducing cost variances from 15% to under 5%. “There was a quantifiable change where we noticed, on average, we’re seeing 15% over our bid price. We started tracking and we talked to the contractors and foreperson: ‘When you are pricing this job, walk me through what was really clear and what was not.’ We went from around 15% down to less than 5%. We have contingency to cover that and ultimately we’re able to provide more stable pricing and, if the price comes down, that means we can do more projects for the same amount of money.”

Lessons learned databases with metadata tagging support continuous improvement by informing risk registers and project planning. This ongoing evaluation helps the team adapt and advance their maturity.

KEY RESULTS

1

Wait times for new customers seeking to initiate service were reduced.

2

Managing variance meant funds could be used to complete additional projects.

3

Evaluating project-level performance helped boost team maturity.

Try This: Putting “R” Into Action

Try This: Implement a visual project management tool, such as Asana or Monday.com, to share progress with stakeholders to maintain transparency and accountability.

Try This: Schedule regular status meetings, such as daily coordination meetings, to review progress, identify roadblocks and ensure alignment. Consider adding a regular reassessment checkpoint where the team asks three questions: What has changed? What still holds? What now needs to move?

Try This: Employ AI to detect inaccurate data and misaligned performance metrics.

Try This: Revisit your project’s success criteria at key decision points to test whether the original goal still reflects current conditions and stakeholder needs.

“In project environments, what was true at kickoff is rarely true at delivery. Relentlessly reassessing assumptions, priorities and risks isn't a sign that something went wrong — it's the discipline that keeps a project on the right track. Practitioners who build this habit into their rhythm are far better equipped to deliver outcomes that actually matter.”

Kindra Howard

PMI-SAC past president; partner, Tricon Solutions Inc.;
PMI Benefits Realization Standard Team

E: Expand Perspective

When carrying out a project, it is essential to recognize its broader implications. “E” practices enable project professionals to expand their perspective to the big picture, applying a more holistic, systems view and exercising ethical decision-making to maximize benefits and outcomes. When project practitioners consistently apply practices that help them expand their perspective, it boosts NPSS by +25.

Individuals who cultivate a broader outlook can better understand the overall project context, consider diverse viewpoints and recognize how each stakeholder’s role contributes to creating value. By connecting project outcomes to both organizational and societal objectives, the perceived success of a project is likely to improve.

+25
NPSS boost when
practitioners
apply practices
that help them
expand their
perspective



E: Expand Perspective

List of Practices

Act beyond the project

PRACTICE 01

Champion learning and repurpose across projects to more effectively deliver project outcomes.

GUIDANCE

Actively capture lessons learned, reusable assets and proven approaches, and advocate for sharing them across the organization. Don't wait until project close to document what you've learned; capture insights as they emerge. The cumulative effect of cross-project learning compounds over time, reducing ramp-up costs and avoiding repeated mistakes.

PRACTICE 02

Explore implications for other projects to ensure alignment, efficiency and risk control.

GUIDANCE

Regularly check whether your project's scope, schedule or resource needs create conflicts or synergies with other active initiatives. Projects within the same organization often share dependencies, timelines or stakeholders without anyone realizing it. Surfacing these areas of overlap early prevents resource conflicts and reveals opportunities for coordination.

PRACTICE 03

Explore implications for other teams or departments to reduce potential conflict and uncover opportunities.

GUIDANCE

Early and throughout the project, assess how your work affects adjacent teams, shared resources or downstream processes. Engage those groups proactively to surface both friction and collaboration opportunities that would otherwise go unnoticed. A brief conversation with an associated team can prevent weeks of rework later.

E: Expand Perspective

List of Practices

Map the broader picture

PRACTICE 04

Explore implications for the achievement of organizational goals and strategies to ensure alignment.

GUIDANCE

Connect your project's intended outcomes to the organization's strategic objectives from the outset — revisit that connection as both the project and the strategy evolve. This alignment should be explicit, not assumed. A project that succeeds on its own terms but drifts from strategic alignment has limited lasting value.

PRACTICE 05

Explore implications for the organization's customers to mitigate risks and optimize value creation.

GUIDANCE

Actively consider how your project's outputs will affect the customer experience, and use that lens to inform design decisions, risk assessments and prioritization throughout delivery. Bring the customer perspective into project discussions regularly, not just during requirements gathering. Customers are often the ultimate judges of whether a project created value.

PRACTICE 06

Explore indirect effects to uncover hidden risks and opportunities.

GUIDANCE

Train yourself to think through second- and third-order effects of project decisions: What will this change enable, what behaviors might it shift and what unintended consequences could follow? Build this kind of analysis into your risk reviews and planning sessions. This systems thinking approach surfaces risks and opportunities that linear analysis misses.

E: Expand Perspective

List of Practices

Evaluate wider impact

PRACTICE 07 Explore implications for the broader society to mitigate risks and optimize value creation. GUIDANCE Consider social, environmental and community effects during planning and execution — both to mitigate potential harms and to identify opportunities for positive impact. These implications are easy to overlook under delivery pressure but can significantly shape how the project is perceived. Projects that account for broader implications tend to strengthen their perceived success among a wider range of stakeholders.	PRACTICE 08 Incorporate sustainability goals and metrics to maximize long-term outcomes. GUIDANCE Integrate relevant sustainability goals (environmental, social and economic) into your project's success criteria and track them alongside traditional performance metrics. Treat sustainability as a lens that applies across the project, not a stand-alone workstream. PMI research shows that projects aligned to sustainability goals are significantly more likely to be seen as successful.	PRACTICE 09 Seek out emergent and underrepresented beneficiaries to expand the range of people who benefit. GUIDANCE As the project progresses, look for “unusual suspects,” or communities, user groups or populations that could benefit from the project's outcomes but weren't part of the original scope. The stakeholders identified at the start may not represent everyone the project affects. Broadening the circle of beneficiaries strengthens both impact and perceived success and often requires only minor adjustments to delivery or communication.
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E: Expand Perspective

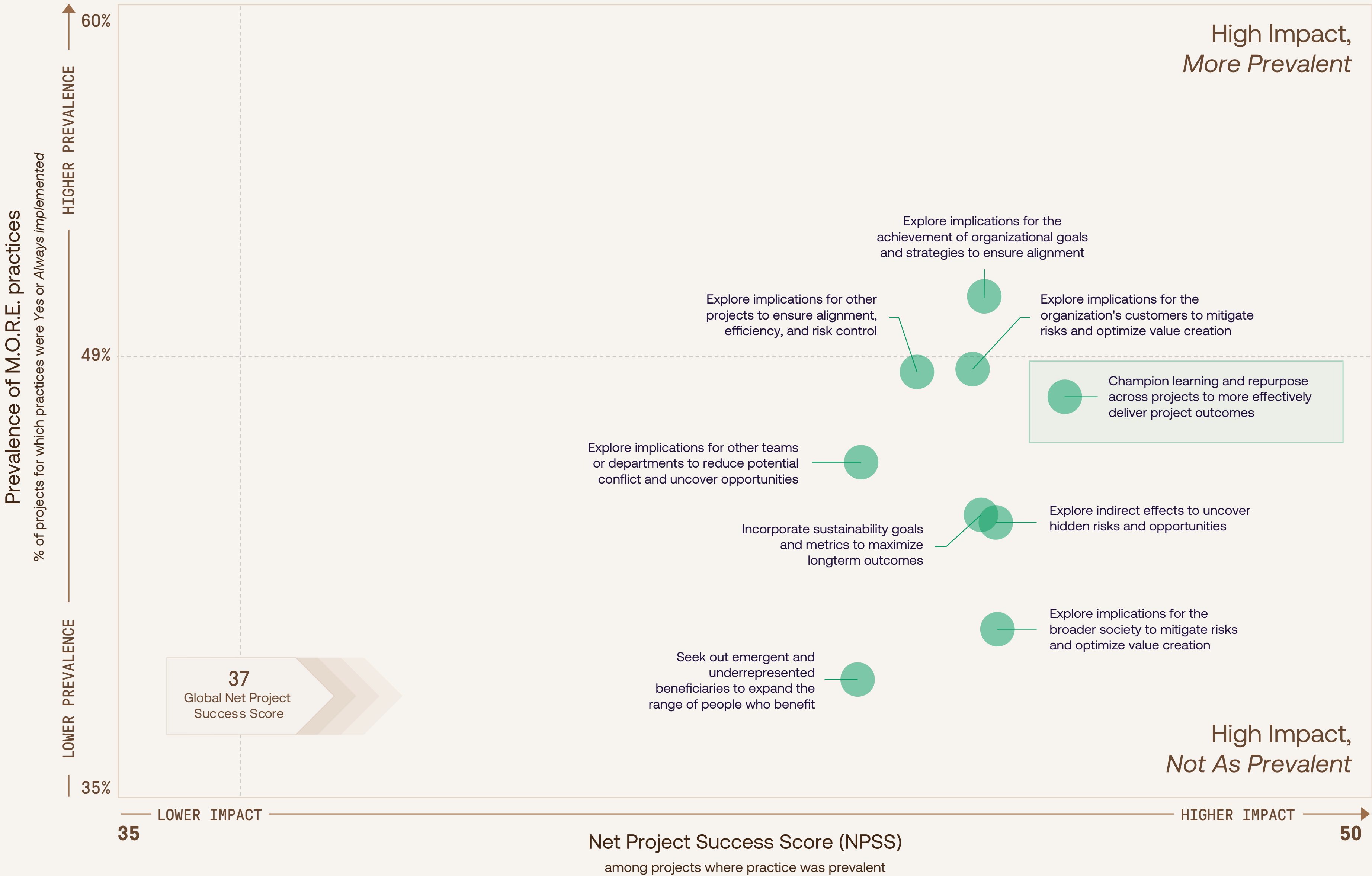
Mapping of the PMBOK® Guide – Eighth Edition



FOCUS AREAS →					
PERFORMANCE DOMAINS ↓	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Governance	Explore implications for the achievement of organizational goals and strategies to ensure alignment.	Explore implications for other projects to ensure alignment, efficiency and risk control. Incorporate sustainability goals and metrics to maximize long-term outcomes.	Champion learning and repurpose across projects to more effectively deliver project outcomes.		
Stakeholders		Explore implications for other teams or departments to reduce potential conflict and uncover opportunities.		Seek out emergent and underrepresented beneficiaries to expand the range of people who benefit.	
Resources					
Risk		Explore implications for the organization's customers to mitigate risks and optimize value creation. Explore indirect effects to uncover hidden risks and opportunities. Explore implications for the broader society to mitigate risks and optimize value creation.			
Scope					
Schedule					
Finance					

Where to Focus: The ‘E’ Impact and Prevalence Matrix

Although most “E” practices are above average in helping to achieve success, the matrix clearly demonstrates that they are underutilized. *Champion learning and repurpose across projects to more effectively deliver project outcomes* has the greatest impact.



E: CASE STORY

Expanding Perspective: Electricity Company of Ghana Limited (ECG) Enhanced PowerApp

CHALLENGE Implement a digital transition from inefficient legacy billing and payment systems, in place for 5 decades, to a hassle-free cashless system. Revenue collection under the existing system was under 60% and relied on manual meter readings that frequently resulted in overbilling and in some instances underbilling. Customers needed to travel to Customer Service Centers or banks to pay their bills. The traditional 30-day billing cycle made it difficult for customers to monitor, manage their own energy consumption and address billing inaccuracies in a timely manner.

APPROACH The ECG team implemented a digital platform for accurate collection of consumption data along with an enhanced ECG PowerApp to enable customers to conveniently pay their electricity bills from their mobile device. A spot-billing system project was executed and deployed to reduce the traditional 30-day billing cycle to just 3 minutes to improve real-time energy billing and address billing inaccuracies as well as enable customers to monitor their energy use. The deployment of this end-to-end digitalization platform culminated in the elimination of human error, improvement in billing transparency and improved overall customer satisfaction.

How the ECG Team Delivered Success: Expanding Perspective

The ECG digital transformation program was designed to address key organizational pain points through seven strategic projects, resulting in significant improvements in value delivery and resource allocation. The managing director resourced and empowered the ECG Corporate PMO to cluster the organization's pain points.

Explore implications for other projects to ensure alignment, efficiency and risk control.

Explore implications for the achievement of organizational goals and strategies to ensure alignment.



The managing director said: “Let’s go at this in a transformational way,” explains Bernard Owusu Danquah, the PMO manager in charge of project risk and stakeholder management. “The results that we’ve seen over 2 years have been because we deliberately focused on committing scarce company resources to key programs/ projects aimed at delivering value to the organization.”

Bernard says a key to success for delivering these projects was helping the project managers shift their focus from the usual technical aspects of project success — delivering the project to cost, budget, schedule and quality — and expand their perspective to delivering outcomes which would have a far-reaching impact on the organization in terms of achieving strategic goals. The ECG Corporate PMO was able to bridge the gap between strategy and project management and help project managers increase their impact by bringing them into the room where the organizational strategy was being developed.

“The project manager was there when the sponsor (i.e., the ECG MD) said: ‘I think we need to transform this organization to go cashless, to do the spot billing, to do these transformational things,’ initiatives that would drive the company’s success indicators and get it to be sustainable,” says Bernard. “So that bridge was built and there was a better understanding of what the customers perceive as a product that can bring success to the project we’re delivering.”

The opportunity to meet with customers who would be the beneficiaries of the project helped the project team expand their perspective on how success was perceived in the mind of the customer. The managing director impressed on the project manager the need to deliver the project as if it was a solution for their own business, thereby building ownership into the whole delivery equation.

Bernard’s passion is evident as he explains: “The project team has gone to remote operational district areas for community engagement to engage stakeholders on how ECG was delivering these useful initiatives to enhance customer experience. There’s an appreciative moment that I’ve been part of contributing success to a diversified community who I never saw as ‘relevant’ to the outcomes of my project, because technically I deliver the project and my job is done. I know that I am involved in a project that is making massive changes and impacting ECG’s customers. I see myself in it as a beneficiary even of the outcome of the project.”

KEY RESULTS

1

Within 6 months, revenue collection increased to 85%.

2

Billing cycles were reduced from 30 days to 3 minutes, increasing accuracy and billing efficiency.

3

The project team helped ECG build trust with customers who doubted the possibility of positive change delivered through transformational projects and visionary leadership.

Try This: Putting “E” Into Action

Try This: Encourage individuals from various departments and industries to review your project to nurture creative, “outside the lines” thinking.

Try This: In planning or risk review sessions, ask your team to identify at least one likely second-order effect of a major decision — what it may change indirectly, enable or disrupt.

Try This: Proactively seek out different perspectives by reading extensively beyond your project scope and imagining “what if” scenarios to challenge assumptions. Look for “unusual suspects” beyond the “usual suspects” who are uniquely impacted by the project — or whose perspectives might carry surprising weight.

Try This: Make sustainability a central focus at the start of your project, rather than treating it as an afterthought during project completion.

Try This: Periodically test how your project connects to adjacent initiatives, organizational strategy and customer experience so you can spot hidden conflicts, dependencies and opportunities early.

“Project success depends on understanding more than the plan; it requires awareness of the wider system in which the project operates. Expanding perspective across stakeholders, data and organizational outcomes enables practitioners to make better decisions and deliver value more consistently. This is where project intelligence, increasingly supported by AI, helps organizations see patterns across projects that would otherwise remain hidden.”

Lloyd J. Skinner
CEO and founder, greyfly.ai

Conclusion

You've now seen 40 practices that research shows drive project success, how they connect to the project life cycle, and where they tend to have the greatest impact.

This playbook is designed to help you identify where to focus on which practices matter most in your context, and where small shifts in how you work can meaningfully improve outcomes.

Before jumping into action, take a moment to reflect:

- ▶ Which elements of M.O.R.E. do I apply most consistently today? Which do I underuse?
- ▶ Looking at the impact/prevalence matrices, which high-impact, low-prevalence practices represent the biggest opportunity for my projects?
- ▶ What is one practice I could apply on my current or next project, and how would I know if it made a difference?
- ▶ Where do I need to build new skills and capabilities (business acumen, stakeholder engagement, systems thinking, AI) to apply M.O.R.E. more effectively?

*"Project success isn't a number.
It's evidence that customer value
is actually happening."*

Jim Highsmith

author, "Agile Project Management";
co-author of the *Agile Manifesto*



Then, take the next step.

This playbook gives you a set of practices to draw from. The next step is building the judgment to apply them effectively in real project situations, especially when conditions are ambiguous, trade-offs are real and the right move is not obvious.

PMI offers resources that support both:

- ▶ **Use this playbook** to identify high-impact practices and guide how you approach your projects.
- ▶ **Use PMI M.O.R.E. courses** to build the capability to apply those practices in complex, real-world scenarios through structured practice and reflection.

To continue your development:

- ▶ **Deepen your understanding:** Enroll in the [PMI Essentials M.O.R.E. Maximizing Project Success free course](#) which blends real world examples, reflective exercises and community-driven insights.
- ▶ **Put M.O.R.E. into action** with our [PMI Essentials M.O.R.E. in Action course](#), a scenario-driven learning experience designed to build capability across all dimensions of M.O.R.E. through sustained practice. Look for additional PMI M.O.R.E.-focused courses throughout the year, and deep-dive collections designed to help you dig in on a specific area of capability.
- ▶ **Read the full research:** Explore the complete findings in [Step Up: Redefining the Path to Project Success with M.O.R.E.](#) (2025), including the M.O.R.E. maturity model, common barriers to adoption and competencies for professional growth.

- ▶ **Boost your business acumen:** Become a strategic partner by strengthening your financial literacy and learning how various functions contribute to company profitability. Familiarize yourself with your company's business model, stay updated on industry developments and evaluate potential competitors. Read the 2025 PMI [Pulse of the Profession® report](#).
- ▶ **Level up your AI skills:** AI skills can accelerate many M.O.R.E. practices — from real-time dashboarding to environmental scanning to feedback analysis. AI increases project success rates, enabling project professionals to become strategic partners able to maximize benefits to their organization. With greater integration of AI, there will be an increased emphasis on the human and strategic dimensions of project management. Explore [PMI AI learning resources](#) to find practical ways to integrate AI into your project management approach.
- ▶ **Connect with your community:** Engage with your local PMI chapter, join discussions on [ProjectManagement.com](#) or attend PMI webinars and events where project practitioners are bringing M.O.R.E. to life and sharing what works.

M.O.R.E. has a cumulative impact, and so does your investment in building this capability. Start with one practice, track what changes and build from there. Those who “Step Up” will shape the future. How will you increase your M.O.R.E. capability?

“[Championing and repurposing learning]: This is the legacy of projects that is too often overlooked. But this is the key to further make project management a recognized profession within and without organizations.”

Alexander Budzier

CEO, Oxford Global Projects; fellow, University of Oxford, Saïd Business School

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- ▶ **Jim Highsmith**, author of “Agile Project Management”; co-author of the *Agile Manifesto*
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- ▶ **Lloyd J. Skinner**, CEO and founder, greyfly.ai
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We are a multidisciplinary team of subject matter experts, experienced leaders and researchers dedicated to creating, retaining and disseminating innovative and thought-provoking project management research and content. Partnering with the PMI community, industry thought leaders, academia, and prominent authorities, we build and sustain a community-generated knowledge platform. Thought Leadership is dedicated to offering cutting-edge perspectives, bridging academic theory and practice, contributing meaningfully to solving problems and providing solutions to a broad, diverse global community spanning from early career professionals to executives. We are committed to the diversity of opinions and community contributors to represent all voices of the project management profession equally.

Our work has three core areas of focus:

- ▶ **Individuals:** Equip project professionals with high quality, actionable recommendations based on practical experience and academic research to drive individual growth, performance and continuous learning.
- ▶ **State of the profession:** Inform project professionals of the latest trends, academic insights and practices to improve project management effectiveness and success as well as to advance the profession.
- ▶ **Enterprise and innovation:** Inspire and provide strategic direction to senior executive leaders through applied insights combined with academic perspectives, to help transform their organizations for long-term growth.

Grounded in evidence-based research, analytical insights, and practical recommendations, our work empowers our community to successfully navigate dynamic business landscapes and society.

About Project Management Institute (PMI)

PMI is the leading authority in project management, committed to advancing the project management profession to positively impact project success. We empower professionals to excel in project management practices through our growing global community, knowledge sharing, and best-in-class certifications—driving positive change in organizations and communities. Since 1969, our unwavering mission has been to advocate for the profession by offering lifelong learning and connections to sharpen high-demand skills.

Today, PMI provides professionals at every stage of their career journey with the globally recognized standards, online courses, thought leadership, events, and tools they need to succeed. With more than 300 chapters around the world, PMI members can network, find mentors, access career opportunities, and learn from peers, working together to drive greater impact.

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