

Project Success

Step Up: Redefining the Path to
Project Success With M.O.R.E.

Foreword

The PMI 2024 Project Success study — the largest in our history — made one thing unmistakably clear: The world now expects more from projects and from the professionals who lead them. Our new thought leadership report, *Step Up: Redefining the Path to Project Success with M.O.R.E.*, explores how our profession must rise to meet this moment.

M.O.R.E. is the broader PMI vision for the future of our profession. It challenges project professionals to look beyond tasks and outputs, to prioritize value relative to investment and to define success through the outcomes that matter most to executives, customers and communities.

The message from the data is unequivocal. Stakeholders are not simply hoping for a broader perspective — they are demanding it. And when project professionals embrace M.O.R.E. fully, the impact is extraordinary. The Net Project Success Score (NPSS) increases dramatically, proving that M.O.R.E. is not a philosophy alone, but a practical accelerator of real, measurable success.

Yet only about 7 percent of project professionals apply M.O.R.E. consistently today. This is one of the greatest opportunities in the history of our profession. At a time when AI is poised to automate many execution tasks, our ability to deliver strategic value will define our relevance and our leadership.

Vision is only the beginning. What matters now is equipping project professionals with the tools, frameworks and confidence to put M.O.R.E. into practice every day. If we do this together, we will not only deliver more successful projects. We will help solve the world's most urgent challenges and elevate our profession to the level of influence it deserves.

This is our moment to step up.



Pierre Le Manh, PMP
President & CEO
Project Management Institute

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Key Takeaways and Research Insights

1

Achieving clarity of vision, measuring progress and prioritizing value are fundamental

Know your why, what and how: Achieving clarity of vision, applying the “measurement trifecta” to assess progress and prioritizing value creation over strict adherence to project constraints all significantly improve outcomes. Projects with a clearly defined vision, as shown in the research, achieved a Net Project Success Score (NPSS) of 41, compared with a score of –18 for those without one.

(For definitions of NPSS and other terms, see pages 6 and 7.)

2

M.O.R.E. has a transformative impact on success, yet just 7% of professionals embrace it fully

When project professionals consistently embrace and practice all elements of M.O.R.E., their NPSS soars to 94, far higher than the 27 achieved when M.O.R.E. is not applied. However, just one in 14 project professionals apply M.O.R.E. holistically. Importantly, M.O.R.E. interventions also improve outcomes for at-risk projects.

3

Project professionals are expected to own M.O.R.E. and lead toward project success

Most stakeholders and executives (69%) expect project and program managers to take primary responsibility for owning M.O.R.E. and leading toward greater project success. To do so effectively, project professionals need the agency to act decisively and proactively, assume accountability for value delivery and exhibit the confidence to communicate and influence at every level.

4

Leading with M.O.R.E. helps advance professional maturity and elevate impact

M.O.R.E. helps project professionals advance their professional maturity and enables them to achieve higher value, as seen in higher NPSS scores. As project professionals step up, benefits extend to their career, their organizations and their projects. Yet progress along the maturity curve requires removing persistent barriers that limit adoption.

Introduction

Organizations are increasingly expecting project professionals to operate with greater strategic influence, agency and confidence. Beyond delivering initially set project constraints, such as scope, schedule and cost, professionals are now responsible for shaping decisions along the project life cycle and ensuring that project outcomes deliver value that outweighs the effort and expense.

In an environment defined by rapid technological progress, accelerated change, rising stakeholder expectations and growing global complexity, this shift requires a clear, evidence-based understanding of what project success entails and how it can be achieved consistently.

PMI 2024 research — the largest study in our history — established a consensus definition of project success: **Successful projects deliver value that is worth the effort and expense.** It also introduced **M.O.R.E.**, the PMI vision for the project profession: *Manage perceptions, own success, relentlessly reassess and expand perspective.*

The **2025 Project Success research** builds upon the insights from our first wave of research and shows how these principles translate into measurable improvements in outcomes, while also revealing that the most powerful driver of project success is not only *what* professionals do but *how they approach their role*.

This year's findings show that:

- ▶ Clarity of vision, supported by intentional measurement and prioritizing of value stemming from that vision, forms the essential foundation of project success.
- ▶ Consistently applying all elements of M.O.R.E. significantly increases project success.
- ▶ Stakeholders overwhelmingly expect project professionals to own M.O.R.E., reinforcing the need for agency, accountability and informed influence.
- ▶ Leading with M.O.R.E. supports advancement in professional maturity, strengthening the ability to guide outcomes, make decisions and contribute to organizational value.

These insights reflect a new reality: The profession is evolving to meet rising expectations as organizational transformations and tackling global challenges increasingly rely on high-stakes projects. Project success is no longer defined only by the seamless execution of what was expected during the project initiation, but by value delivered, adaptability along the way and the ability to guide stakeholders through change to achieve the vision.

As our [*Global Project Management Talent Gap*](#) report forecasts, demand for skilled talent is expected to accelerate globally. Project professionals will continue to face increasingly complex challenges — those of today, such as climate change and the proliferation of AI, as well as those we have yet to discover. By grounding the evolution of the profession in actionable insights, our 2025 research offers a path for increasing impact, elevating recognition and multiplying project success.

The PMI report [*Maximizing Project Success*](#) (2024) introduced a new definition of project success: Successful projects deliver value that is worth the effort and expense. The new definition reflects the shift in focus from project management success (execution excellence) to fully encompass accountability for the ultimate value delivery (project success) by ensuring the profession delivers on M.O.R.E.:

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


Own success: Project professionals need to take ownership of the entire breadth of a project, moving beyond mostly execution focus to take accountability for delivering tangible and perceived value while minimizing waste.

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

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



M Manage perceptions



O Own success



R Relentlessly reassess



E Expand perspective

Calculating Net Project Success Score

When evaluating success, it’s important to consider a continuum of potential success and compare performance at both ends of the spectrum. Survey respondents applied a scale from 0 to 10, rating a recently completed project on the extent to which it delivered value that was worth the effort and expense. In 2024, 48% of projects qualified as successful, with 12% an outright failure and 40% with mixed views. In 2024, PMI used this data to calculate a Global Net Project Success Score of 36. Global NPSS is holding steady; the score for 2025 is 37 (see [Figure 1](#)).

Global Net Project Success Score calculation					
		Successful Projects		Failed Projects	
	2024	48%	–	12%	= 36 NPSS
	<hr/>				
	2025	50%	–	13%	= 37 NPSS

Figure 1: Perception of project success

The extent to which global projects delivered value worth the effort and expense



Q. To what extent would you say this project delivered value that was worth the effort and expense? Base Size: 2024 Total n = 5,751; 2025 Total n = 5,842.
Source: PMI 2025 Project Success Survey; PMI 2024 Project Success Survey

Research Method

The 2025 Project Success report was built through three research phases involving thousands of practitioners worldwide:

PHASE 1 Qualitative research

24 one-hour interviews with high-performing cohorts drawn from [PMI Global Executive Council](#) member organizations to identify emerging practices, barriers and blockers, and help shape the survey design.

PHASE 2 Quantitative research

5,842 responses, including project professionals, project team members, sponsors, executives and customers in 19 countries, to a comprehensive survey.

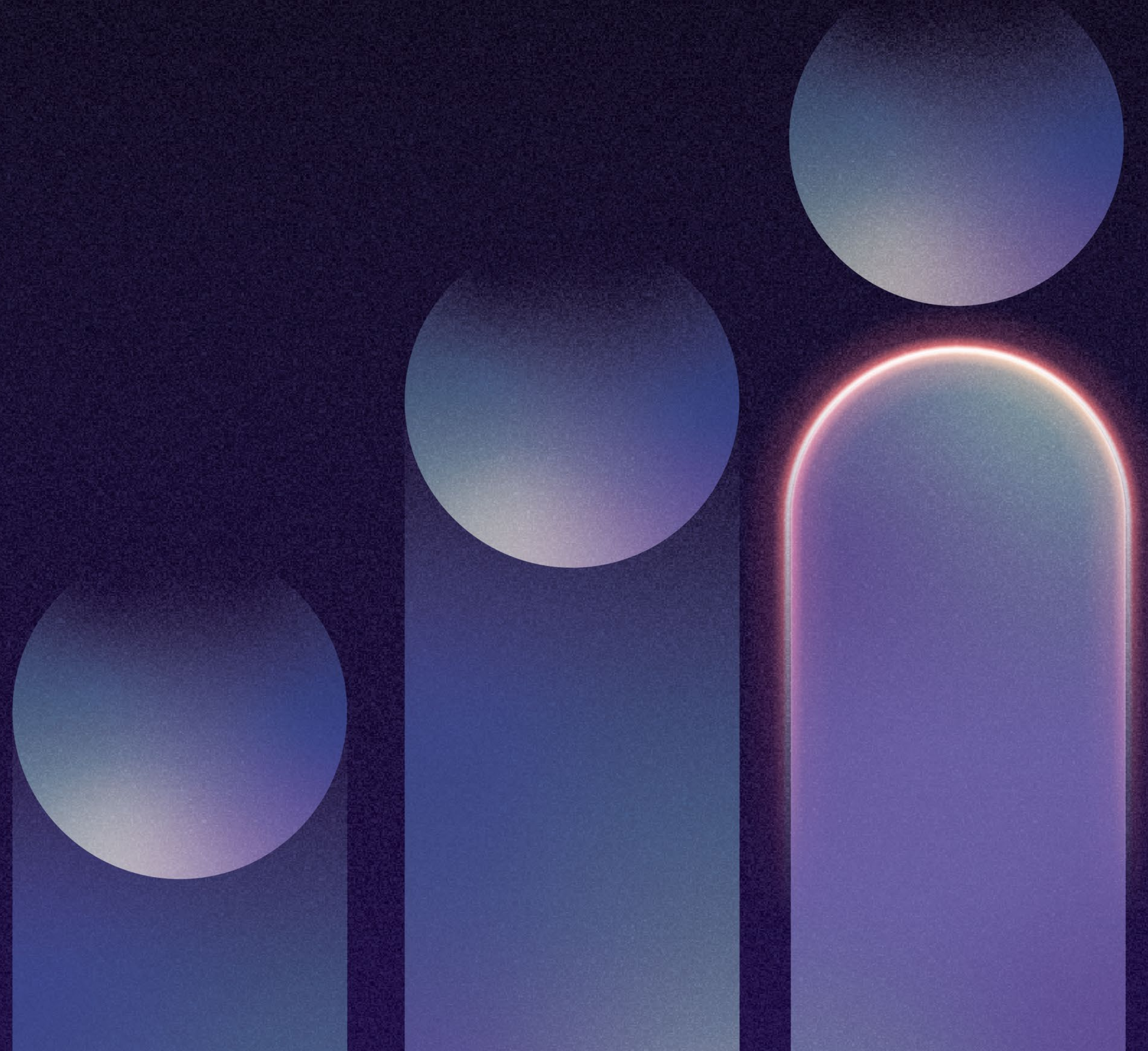
PHASE 3 Follow-up qualitative research

24 interviews conducted among project, program and portfolio managers, PMO leaders, project sponsors and organization executives to substantiate survey results.

The research was supported by the volunteer Project Success Insight Team — 14 subject matter experts who advised PMI throughout the project (see Acknowledgments).

1

Achieving clarity of vision,
measuring progress and prioritizing
value are fundamental



A Clear Vision

Beginning with a clear vision is foundational to project success. Regardless of who sets the vision, project professionals need to understand and take responsibility for it, which may require probing conversations with sponsors, subject matter experts on the team and other stakeholders. High performers we interviewed consistently described this as “knowing your why,” and our research shows it can make the difference between a likelihood of failure (i.e., a negative NPSS) and an above-average chance of success (see [Figure 2](#)).

Then, work with stakeholders to build unified understanding of the “why.” Our research shows a significant jump in NPSS when stakeholders are aligned with the vision versus when they are not. For example, NPSS increases to 63 and 57, respectively, when end users/customers and organizational executives are aligned — compared to 14 and 19 when they are not.

Figure 2: NPSS by clear vision of success

| Clear vision is critical for project success



Q. Thinking about the intended outcome or value creation of the project, did you have a clear vision of what success should look like?

Source: PMI 2025 Project Success Survey

What Practitioners Can Do

Seek clarity on the vision,
proactively support the definition
of the vision and then align your
stakeholders and teams around it.



Measuring Progress

How we measure progress toward success — and the value to be delivered — is just as critical as defining it. Last year’s report introduced the “measurement trifecta,” three complementary aspects of measurement that, when combined and applied together, help project professionals achieve greater success rates. Yet this year’s data shows that only 37% of projects applied all three aspects of the trifecta.

- ▶ 86% of projects **define success criteria** up front.
- ▶ 76% of projects have a **well-established measurement system** to align and guide decisions.
- ▶ 50% of projects **measure performance toward intended outcomes** throughout the project.

When project teams enact all three aspects of measurement, projects achieve a 23-point lift that underscores the fundamental importance of the full trifecta (see [Figure 3](#)).

Figure 3: NPSS by measurement components

The “measurement trifecta” continues to be a fundamental driver of success



Q.: Were the success criteria for the project defined upfront?; Which of these capabilities were present in the project: Well-established performance measurement system to align and guide decisions?; At what point(s) in time (phase of the project) was the project evaluated on whether it met its intended outcome?

Base Sizes: Projects with success defined upfront, measurement system in place, and measured along the way n = 1,389; Projects without those characteristics n = 2,216.

Source: PMI 2025 Project Success Survey

What Practitioners Can Do

Define success criteria early,
measure them consistently and apply
a measurement system consistently
to guide informed decisions.



Prioritizing Value

Our consensus definition of project success shifts the perception of project success from execution to outcomes: A successful project delivers value that is worth the effort and expense. This year's research determined that teams who step up to challenge project constraints of time, scope and cost in service of value outperform those who do not (see [Figure 4](#)).

The ability and confidence to make a strong argument for flexibility on constraints along the project life cycle to achieve greater value are critical. These conversations have the potential to strengthen dialogue between project professionals and executives and achieve common understanding on how project constraints are defined, as well as the context and guardrails within which various stakeholders operate.

Projects with ambitious goals are also perceived as more successful, as they stretch teams beyond “business as usual” to challenge the status quo and enhance value delivery. Setting a high or very high bar increases success **two to three times**, raising NPSS from **21** for moderately ambitious projects to **67** for those with bold, transformative aims.

Figure 4: NPSS by willingness to flex the triple constraint in favor of value creation

Teams willing to flex time, cost and scope in pursuit of greater value outperform those rigidly focused on delivery



Q. Willing to prioritize value: To what extent do you agree that project or program managers are focused on delivering value that is worth the effort and expense? How willing were you to compromise delivering on time, on budget or within scope for the purpose of value creation?

Source: PMI 2025 Project Success Survey

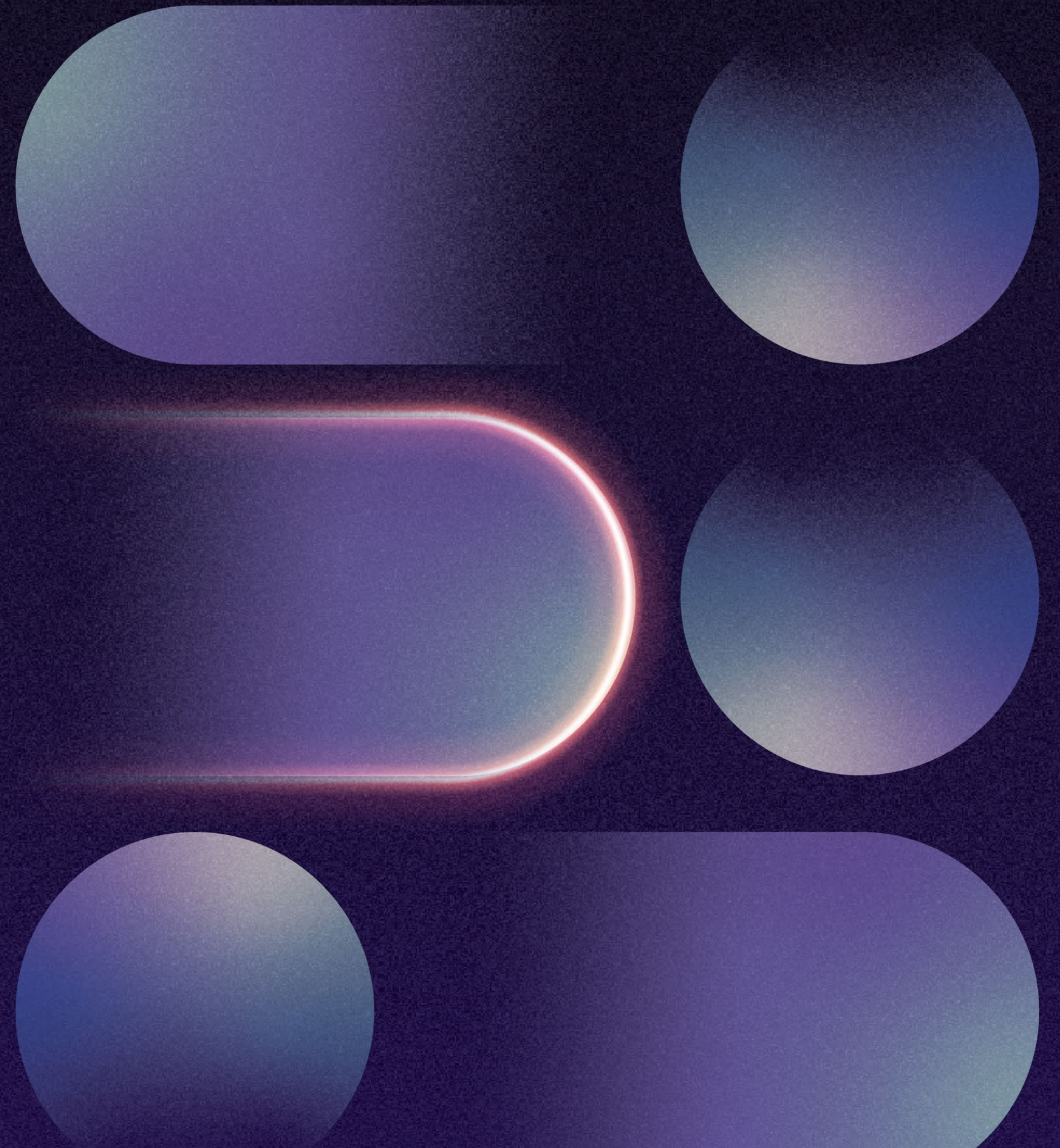
What Practitioners Can Do

If you see an opportunity to deliver greater value that requires flexing on project constraints, step up and make a case for it.



2

M.O.R.E. has a transformative
impact on project success



Embracing M.O.R.E. Multiplies Success

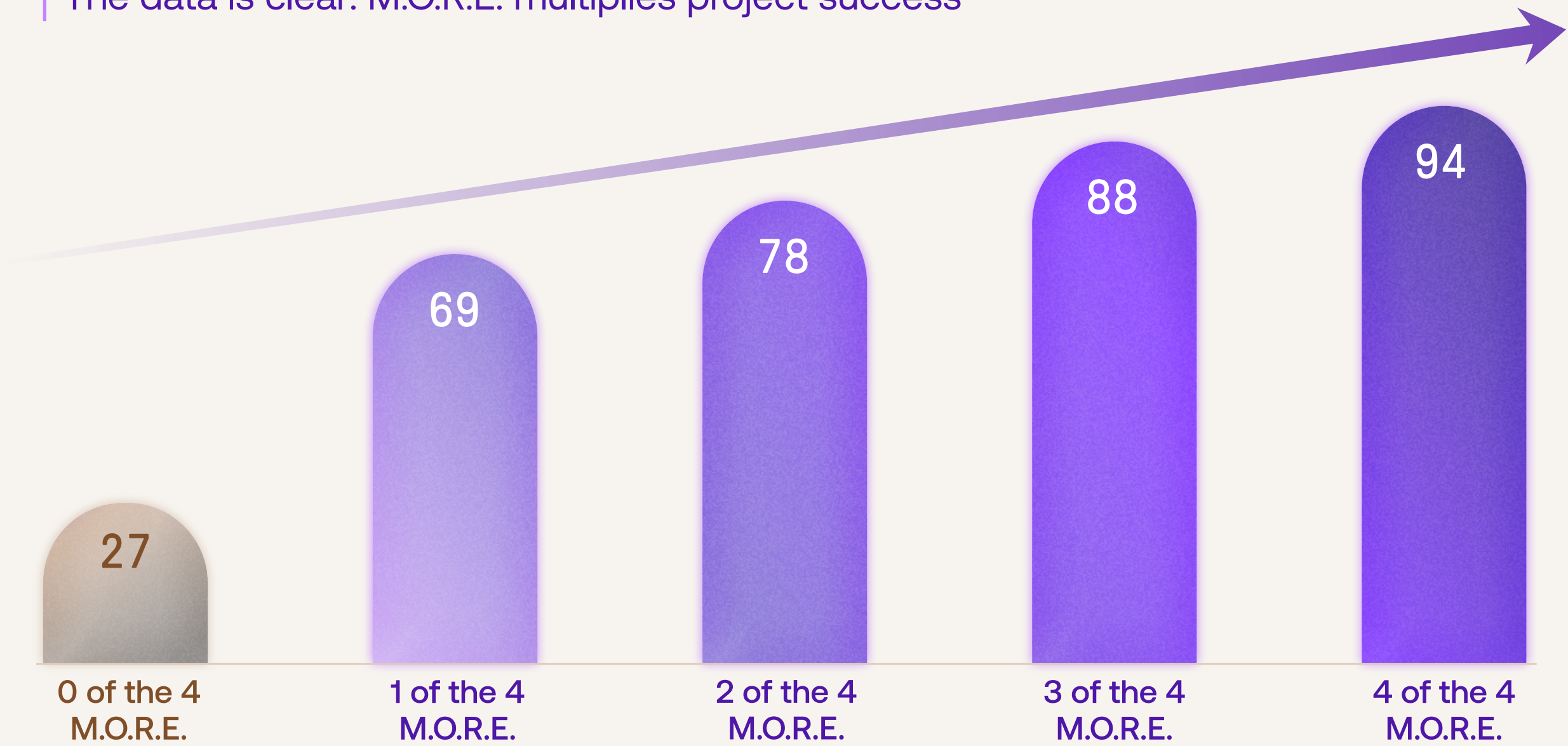
M.O.R.E. signals the mindset shift project professionals need as they evolve beyond following methodologies or frameworks to owning the broader vision of project success — one defined by greater strategic impact and recognized value for stakeholders. In our interviews, most respondents agreed that this shift was necessary for the future of project management.

While fundamentals such as clear vision, measurement and value prioritization are essential, our research shows that the strongest driver of project success is how professionals approach their role. When project professionals embrace the behaviors behind M.O.R.E. — managing perceptions, owning success, relentlessly reassessing and expanding perspective — the NPSS soars above the baseline of 27 seen in those focused only on execution, with each additional element further increasing the likelihood of project success (see [Figure 5](#)). This demonstrates that tools and methods matter, but mindset and proactive behavior are impactful levers for elevating project outcomes.

Further breakdowns of NPSS by industry, project type and funding source are available in the Appendix.

Figure 5: NPSS by M.O.R.E. adoption

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



Q. In the context of ... Managing how key stakeholders ... Taking ownership ... Continually reassessing ... Expanding perspective ... How often have you used the following practices / how often have you observed the following practices being used by project or program managers? Base Sizes: Data is reflective of project and program managers ONLY. PMs 1/4 M.O.R.E. n = 658; PMs 2/4 M.O.R.E. n = 387; PMs 3/4 M.O.R.E. n = 191; PMs 4/4 M.O.R.E. n = 78.

Source: PMI 2025 Project Success Survey

Only 7% of Project Professionals Do All of M.O.R.E.

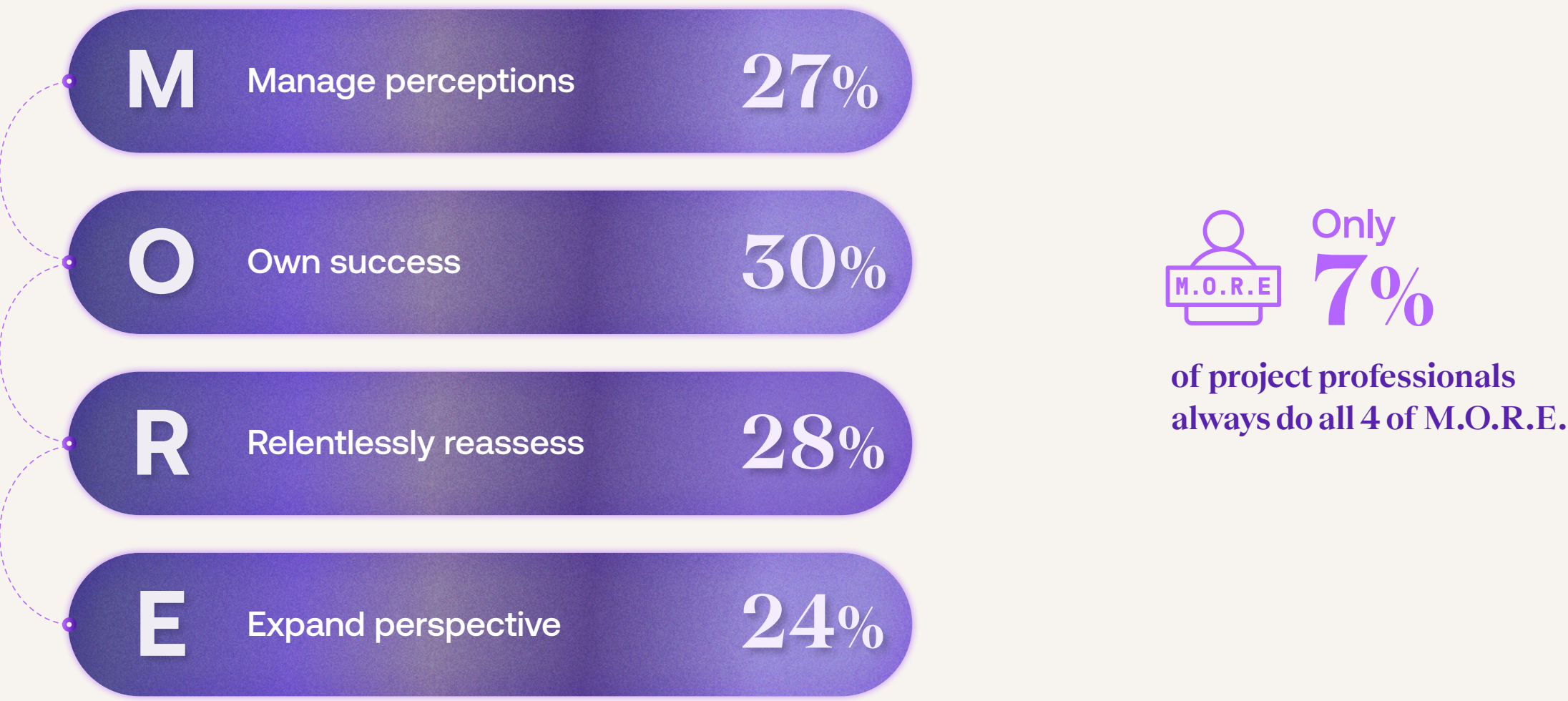
Despite the demonstrable effect of embracing M.O.R.E. in its entirety, only 7% of project professionals say they are always applying all four elements. Less than one-third of those surveyed say they are always practicing any one individual element of M.O.R.E. (see Figure 6).

This speaks to the tremendous potential project professionals have to make a transformative impact on the success of their projects. Consistently embodying just one of the four elements of M.O.R.E. increases NPSS by +42 over projects where no elements are applied.

Many interviewees noted that while elements of M.O.R.E. are present in their organization, these elements are rarely formalized or embedded in organizational processes or structures. They emphasized that M.O.R.E. is a helpful way to frame future conversations.

Figure 6: Percent of project professionals always applying each element of M.O.R.E.

Less than one-third of project professionals apply any one element of M.O.R.E. consistently



Q. In the context of ... Managing how key stakeholders ... Taking ownership ... Continually reassessing ... Expanding perspective ... How often have you used the following practices / how often have you observed the following practices being used by project or program managers?

Source: PMI 2025 Project Success Survey

M.O.R.E. Helps Avert Project Failure

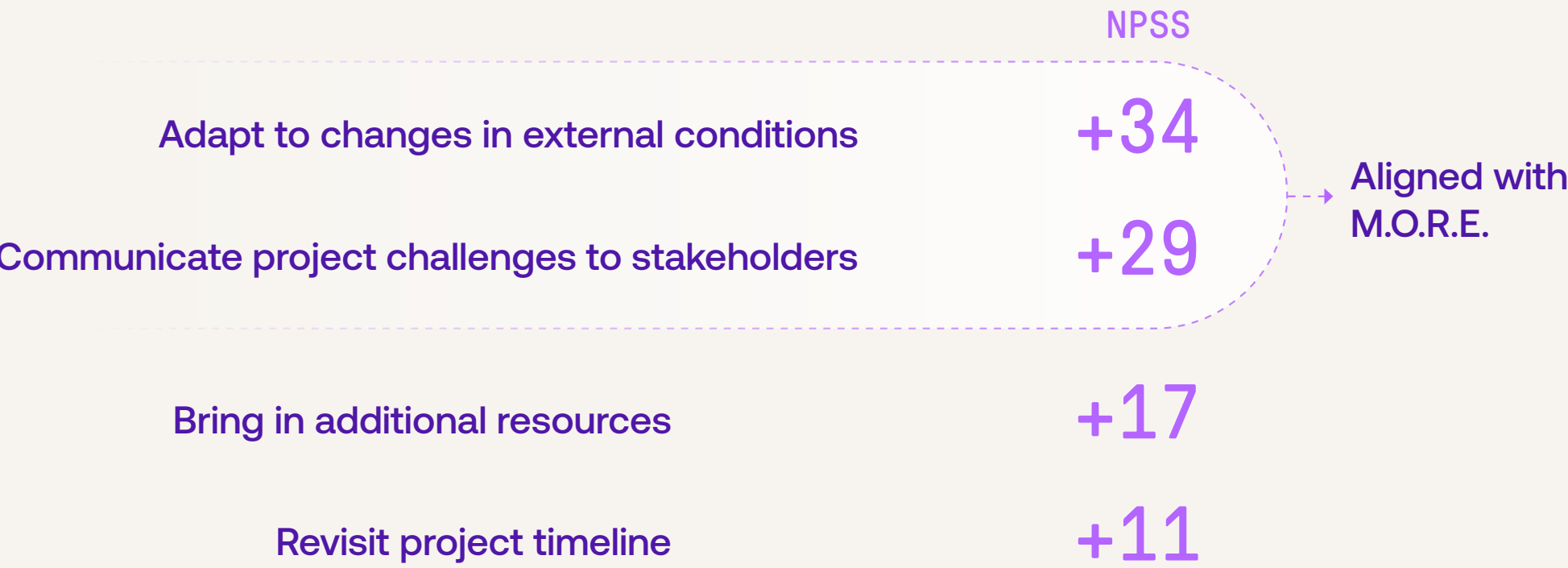
The path to project success is often not linear; however, our research shows that M.O.R.E. increases the likelihood of success even for those that faced a brush with failure. Nearly half (45%) of projects ultimately deemed successful were at risk of failure at some point before completion.

When respondents identified the actions they took, the most impactful interventions were aligned with M.O.R.E. Projects that applied these actions saw the highest increases in NPSS, compared with actions more aligned to execution (see Figure 7).



Nearly half of projects ultimately deemed successful were at risk of failure at one point

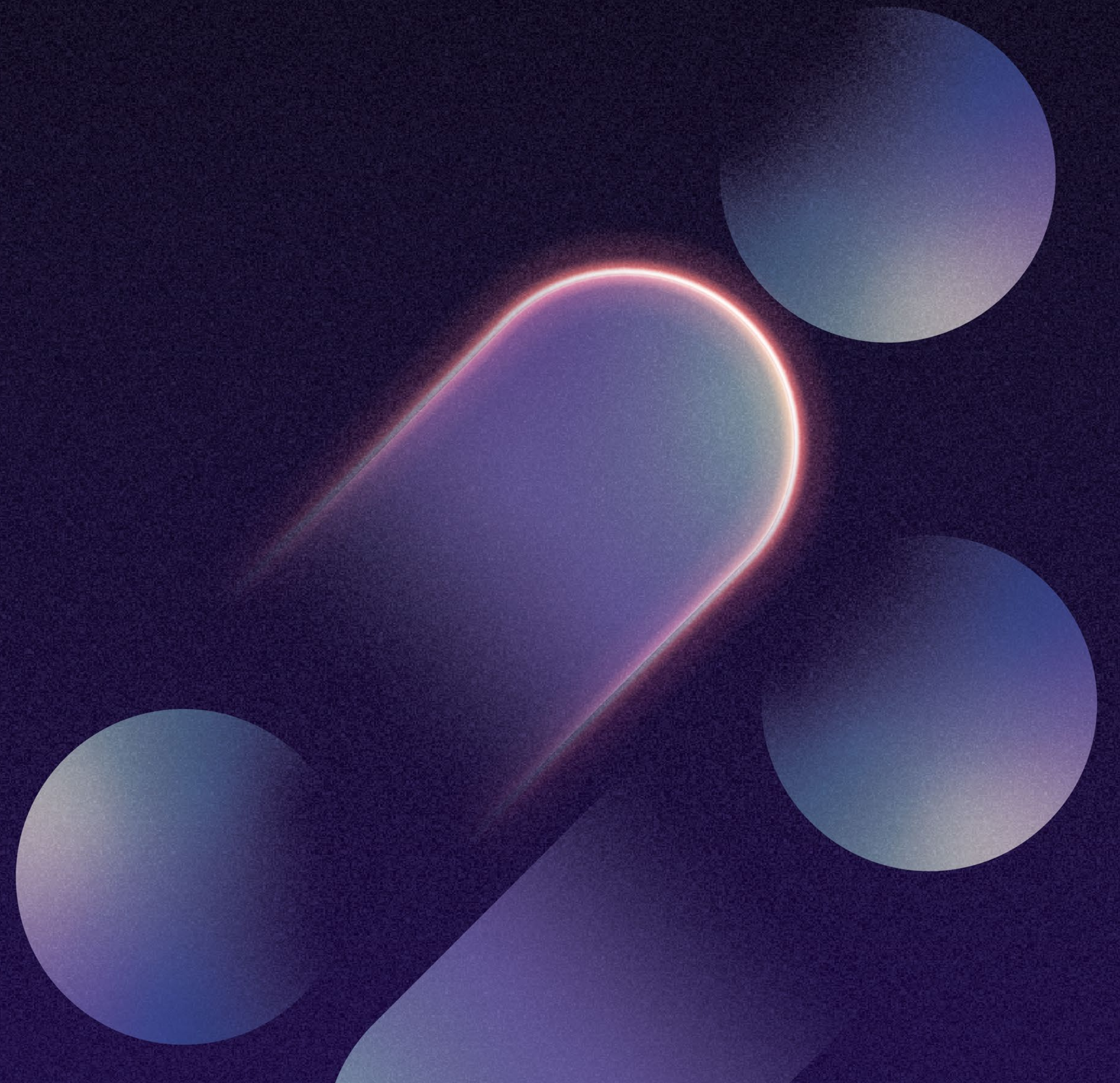
Figure 7: When a project is at risk, the most impactful interventions align to M.O.R.E.



Q. 1. To what extent would you say this project delivered value that was worth the effort and expense? 2. At the point the project was perceived to be at material risk of failure, were any of the following actions taken to course correct? % saying “yes” 3. During the project was there any point in time where the project was perceived to be at material risk of failure? Base Size: “Mixed” Rated 7-8 n = 2,038, “Successful” Rated 9-10 n = 2,895.
Source: PMI 2025 Project Success Survey

3

Project professionals are
expected to own M.O.R.E. and
lead toward project success



Embracing M.O.R.E.

In an environment where projects are expected to deliver transformative results, the impact of adopting the M.O.R.E. mindset is clear. Yet during our interviews, a recurring theme emerged: Many project professionals felt constrained — expected to “stay in their lane.”

However, our data shows that stakeholders and leadership overwhelmingly look to project and program managers to lead this shift (see [Figure 8](#)). When our survey participants were asked who they saw as primarily responsible for M.O.R.E., responses across audiences consistently pointed to the project or program manager.

When responsibility for M.O.R.E. is uncertain, project professionals should take the lead in collaborating with stakeholders to clarify who is accountable. Project professionals who aspire to grow their impact and take the initiative for applying M.O.R.E. require:

- ▶ **Agency** to act decisively and proactively
- ▶ **Accountability** for producing value
- ▶ **Confidence** to communicate and influence at every level

Figure 8: Responsibility for M.O.R.E. by stakeholder group

| Stakeholders look to project and program managers to own M.O.R.E.



Project and program managers can feel empowered to own M.O.R.E. knowing that stakeholders and leadership look to them.

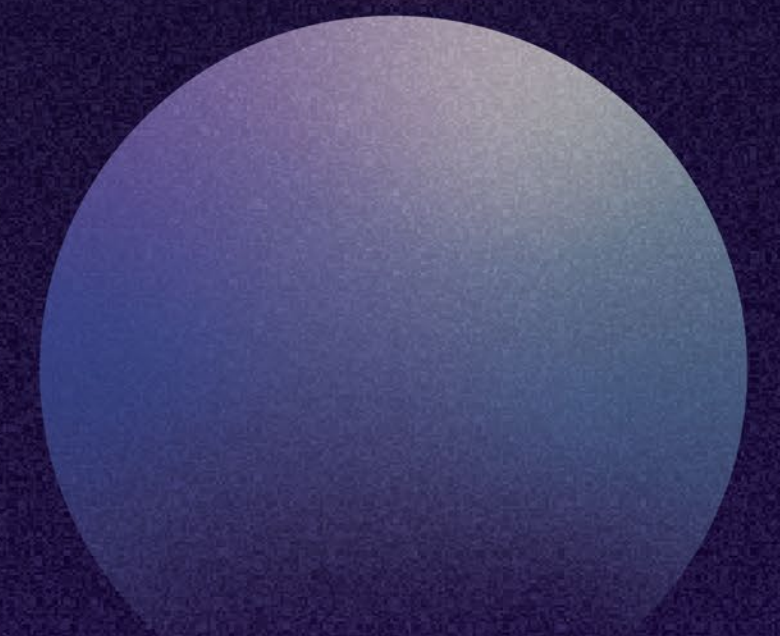
Q.: Who do you see as primarily responsible for ... Managing how key stakeholders ... Taking ownership...Continually reassessing ...Expanding perspective?

Base Sizes: Total n = 4, 198. 1. All stakeholders represents the complete survey audience.

Source: PMI 2025 Project Success Survey

4

Leading with M.O.R.E. helps
advance professional maturity
and elevate impact



Motivation for Driving Value

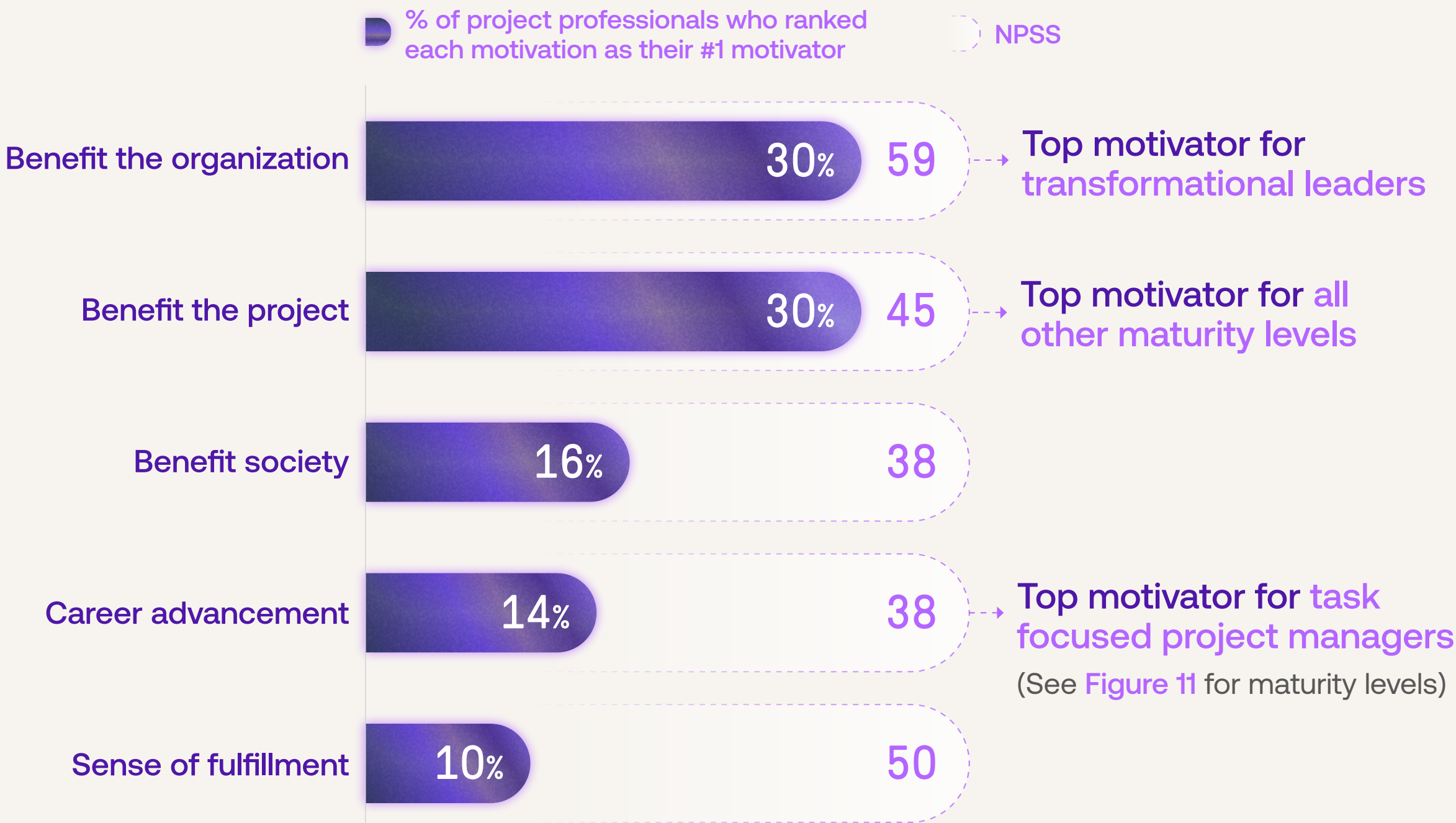
Our survey results show that project professionals are highly motivated to step up to drive value through M.O.R.E. and elevate project success.

When asked to identify their primary motivators for adopting M.O.R.E., the highest-rated motivations were to benefit the organization and benefit the project, followed by benefiting society. These externally oriented drivers were more frequently cited as the top motivation for doing M.O.R.E. than internally oriented motivations like career advancement and sense of fulfillment (see [Figure 9](#)).

76%
of project professionals cite their top motivation is to benefit the organization, the project or society

Figure 9: NPSS when each motivation is ranked #1 by project professionals

Project professionals are most motivated by work that benefits the organization, which also drives the most success



Q.: What would your primary motivations be for adopting these practices? Please rank each from 1 to 5, 1 being your primary motivation and 5 being your least motivation. If none of these would motivate you to adopt these practices, please select "None of the above."; Base Size: 1,099.

Source: PMI 2025 Project Success Survey

Sustainability: Aligning with sustainability and/or social good improves the perception of value

Our 2024 research identified “sustainability and social impact” as one of the top performance themes, specific measures that are likely to increase project success. Aiming higher when defining a project’s intended benefit by connecting it to an outcome that enhances sustainability and social impact improves the project’s NPSS.

The 2025 research defined this category further, distinguishing three types of sustainability benefits:

- ▶ Environmental benefit
- ▶ Economic/business resiliency
- ▶ Social benefit

Once again, sustainability benefits were found to increase the perception of success. When all three sustainability themes are present, NPSS rose by +43 compared with projects with none.

The impact is even stronger when sustainability benefits are paired with a clear project vision, increasing the NPSS by as much as +90 compared with projects with no vision and no sustainability outcomes (see Figure 10).

Figure 10: NPSS when a vision and sustainability benefits are present

Projects with vision linked to sustainability are more successful



Q.: 1. Thinking about the intended outcome or value creation of the project, did you have a clear vision of what success should look like? 2. Which of the following evaluation criteria are relevant to the project? Base Sizes: Projects with clear vision of success n = 1,936; Projects with no clear vision n = 138; Projects where all 3 sustainability & social benefit performance themes were relevant n = 250; All 3 were not relevant n = 5,592; Any 1 of 3 were relevant n = 2,399; Any 1 of the 3 were not relevant n = 3,443.
Source: PMI 2025 Project Success Survey

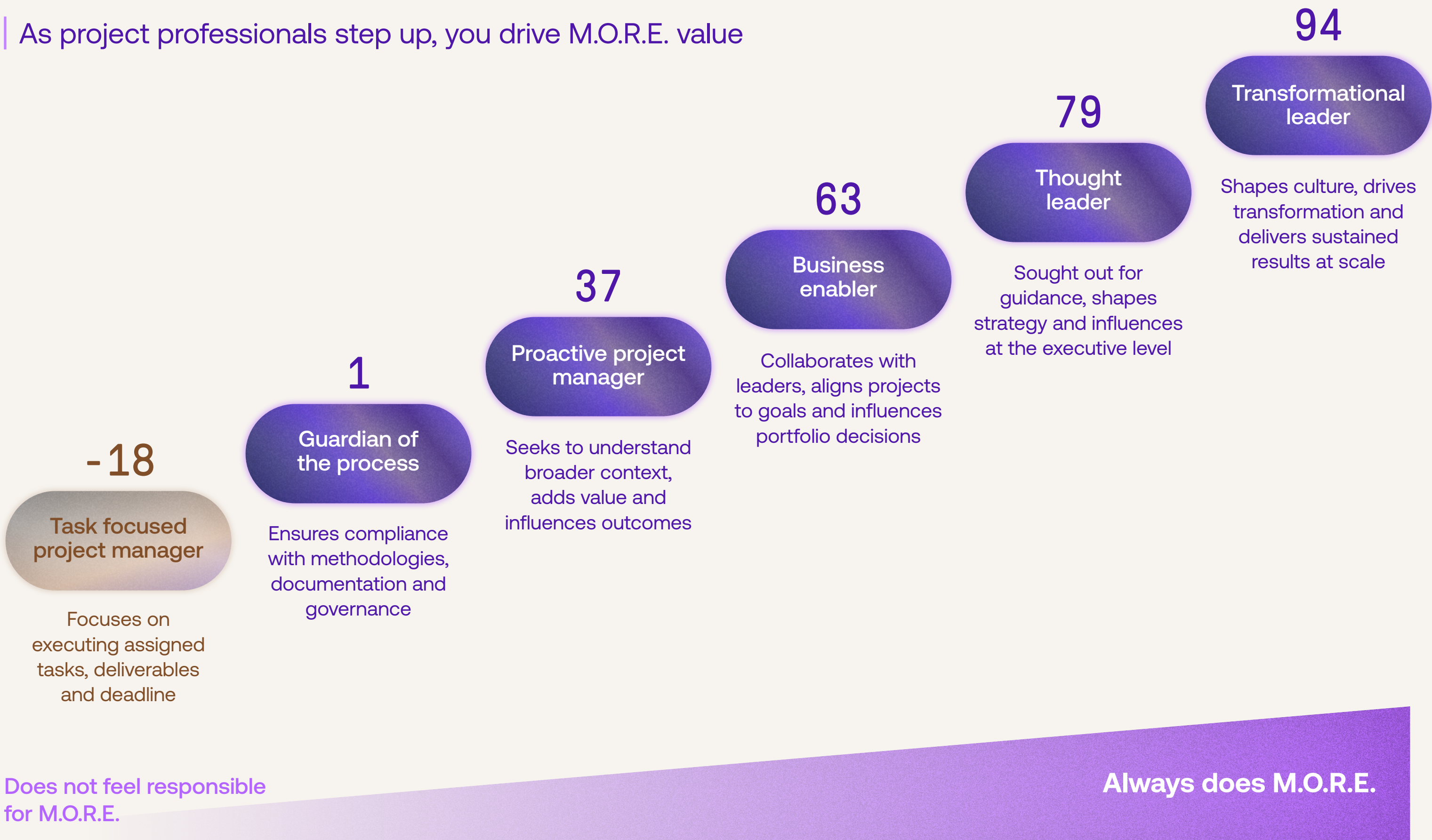
Advancing M.O.R.E. Maturity

Project professionals can begin their M.O.R.E. journey from any starting point, whether the concepts are new to them or they are already embracing many of the behaviors. To support project practitioners in advancing their professional maturity and impact, PMI conducted roundtable sessions at regional [PMI Leadership Institute Meetings](#) (annual, regional meetings of PMI chapter leaders) that revealed M.O.R.E. maturity levels. These levels — a progression open to professionals at any stage of their career — reflect how often professionals engage in M.O.R.E. behaviors and whether they feel they should be responsible for M.O.R.E.

The maturity levels can be used for individual self-evaluation or for PMO leaders to evaluate and support their teams as they expand their practice beyond traditional skills. As project professionals step up, growing their practice from focusing solely on execution to implementing M.O.R.E., their professional maturity — and NPSS — rises accordingly (see [Figure 11](#)).

Figure 11: Net Project Success Score (NPSS) by M.O.R.E. maturity level

| As project professionals step up, you drive M.O.R.E. value



Q.: To what extent would you say this project delivered value that was worth the effort and expense? Who do you see as primarily responsible for ... Managing how key stakeholders ... Taking ownership ... Continually reassessing ... Expanding perspective?

Note: Project professional average NPSS = 47

Source: PMI 2025 Project Success Survey

Removing Barriers to M.O.R.E.

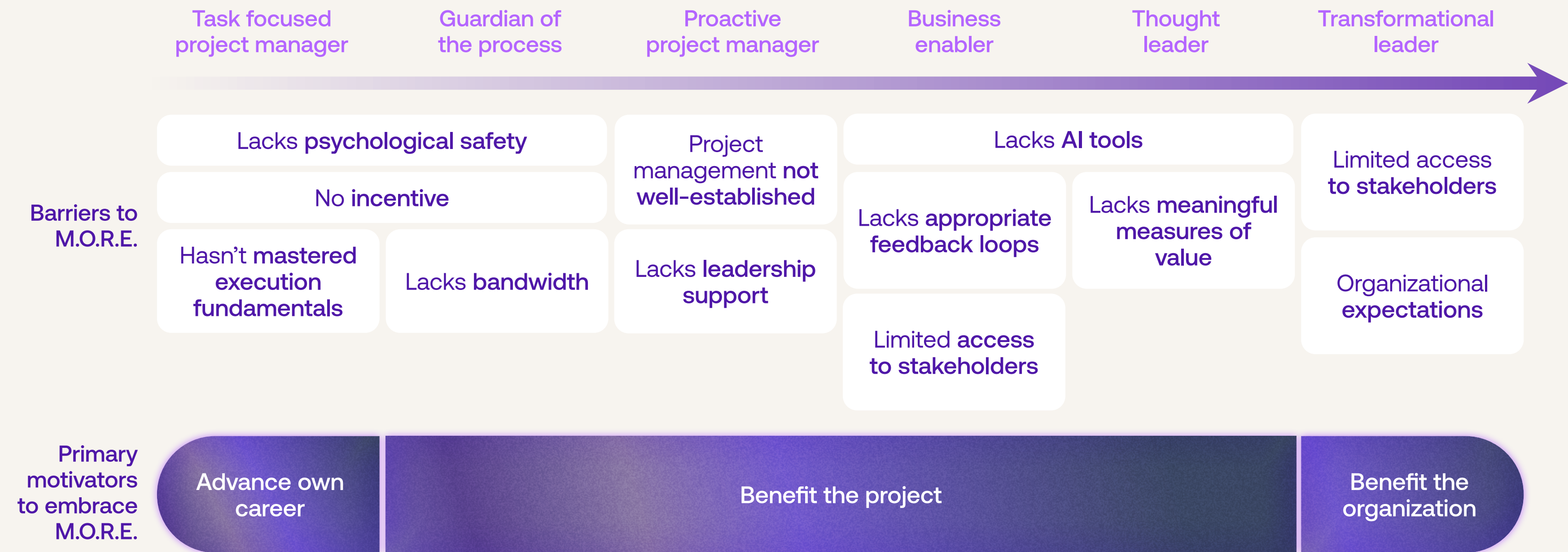
In our interviews, project and program managers said they often lacked the authority or organizational support to drive value with M.O.R.E. PMO leaders, while responsible for structure, governance and cross-project learning, are often seen as “referees” rather than enablers.

To step up with M.O.R.E., project professionals need the confidence to surface and address disconnects between sponsors or executives — for example, by engaging sponsors to remove barriers, secure resources and ensure strategic alignment.

Barriers to M.O.R.E. vary across the different maturity levels, ranging from not mastering execution fundamentals at the lower range of maturity (where project professionals do not feel responsible for M.O.R.E.) to limited access to stakeholders at the upper end of the range (where M.O.R.E. practices are applied more consistently and NPSS soars) (see [Figure 12](#)).

Figure 12: Barriers and motivators to M.O.R.E. at each maturity level

Project professionals at different M.O.R.E. maturity levels cite different barriers and motivators to embracing M.O.R.E.



Q.: 1. Which of the following are the biggest challenges that prevent you from doing the following ... 2. What would your primary motivations be for adopting these practices? Please rank each from 1 to 5, 1 being your primary motivation and 5 being your least motivation. If none of these would motivate you to adopt these practices, please select “None of the above.”

Base Sizes: Barriers: Project Managers n = 427, Program Managers n = 159; Motivators: n = 1,099.

Source: PMI 2025 Project Success Survey

Embrace a broader view of the role of the project professional and put that into action

Some ways to get started include:



Work with sponsors and stakeholders to define and align on the project vision.



Consider interventions through the lens of M.O.R.E. when a project is at risk.



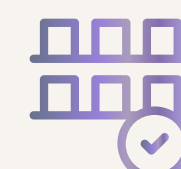
Identify measurement criteria that measure what truly matters in the project and then assess those criteria throughout.



Ask for clarity on who should be accountable for enacting M.O.R.E. in your project.



Take initiative to make the case for value when facing trade-offs between value and project constraints.



Consider what barriers you have to enacting M.O.R.E. and how you can overcome them.

Conclusion

M.O.R.E. is a call to action and presents a unique opportunity for project professionals to drive greater impact. This year's research on global project success confirms the potency of the expansive vision we have set out: projects that focus on vision, measurement and value, led by project professionals who manage perceptions, own success, relentlessly reassess and expand perspective, are far more likely to succeed.

As project professionals step up to lead with agency and confidence, building their M.O.R.E. maturity, they can create greater value for their organization, their projects and society.

That journey begins with embracing a broader view of the role of the project professional and putting that into action.

M.O.R.E. also drives professional success

As project professionals grasp and draw upon the M.O.R.E. vision, they will shine a spotlight on the value they bring to organizations and society through global initiatives that transform infrastructure, create more sustainable growth and enhance quality of life. And when project professionals elevate their impact and their influence, they are also able to elevate their career, becoming sought-after leaders who embody the PMI purpose: We maximize project success to elevate our world.



Elevate your impact

Deliver sustained value at scale across your organization and drive transformation efforts.



Elevate your influence

Enhance your reputation as a strategic partner to executives and project sponsors while empowering other project professionals.



Elevate your career

Accelerate your career growth by becoming a sought-after leader for project success and value creation.

Acknowledgments

PMI would like to thank the following contributors for their support, guidance, participation and recommendations for this work:

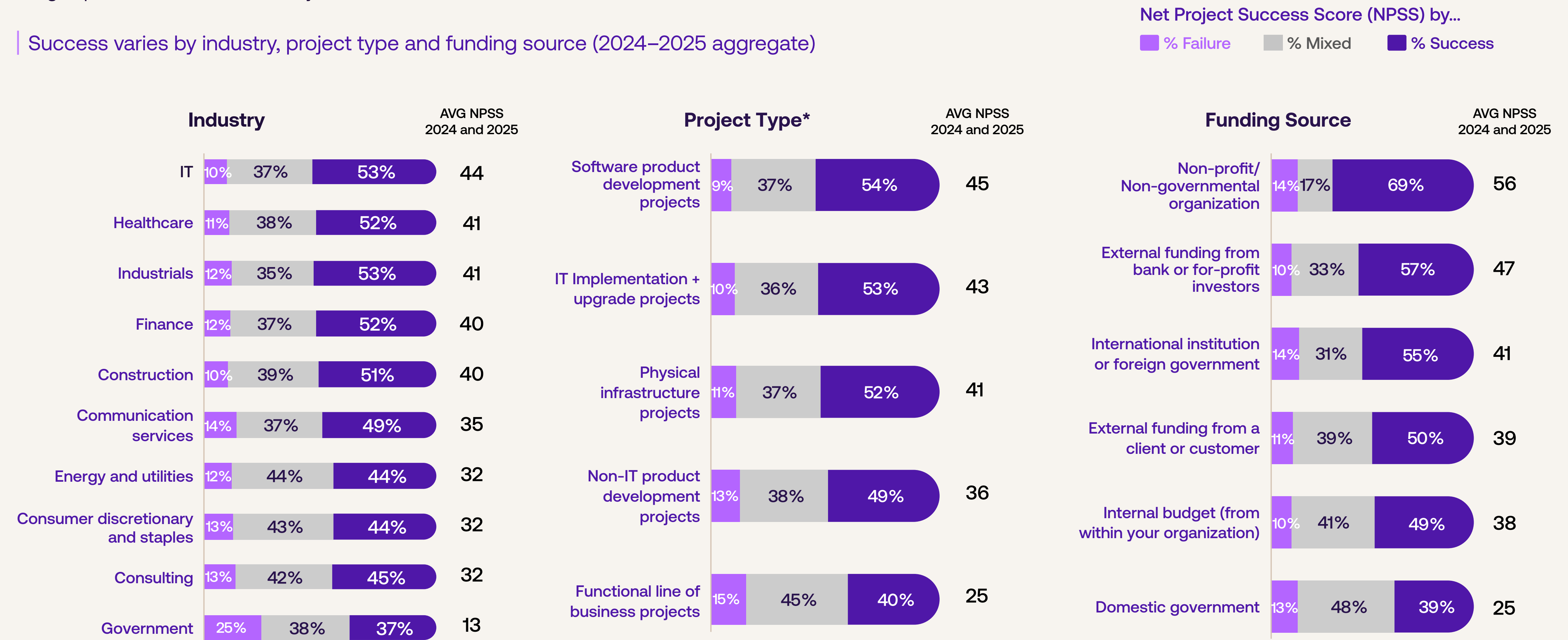
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Appendix

Figure 13: Project success ratings across categories; two-year combined sample to increase subgroup size and statistical stability

Success varies by industry, project type and funding source (2024–2025 aggregate)



Q.: What is your organization's industry or primary line of business? Thinking about the most recently completed project you managed, participated in, or oversaw, what type of project was it? What was the primary source of funding for this project? To what extent would you say this project delivered value that was worth the effort and expense? *Excludes citizens/consumers, who were shown a different list of project types.

Base Sizes: Industry n ≥ 297; Project Type n ≥ 1,547; Project Funding n ≥ 124.

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About PMI Thought Leadership

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.

Visit us at [PMI.org](https://www.pmi.org),

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