

# Empowering the Next Generation of Youth into Actively Engaged Members

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PMI Culture Value: Be Welcoming

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# Speakers



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*Vice President, PMI Japan Chapter*

NTT DATA Group Corporation

Program Owner of Next-Gen. Initiative



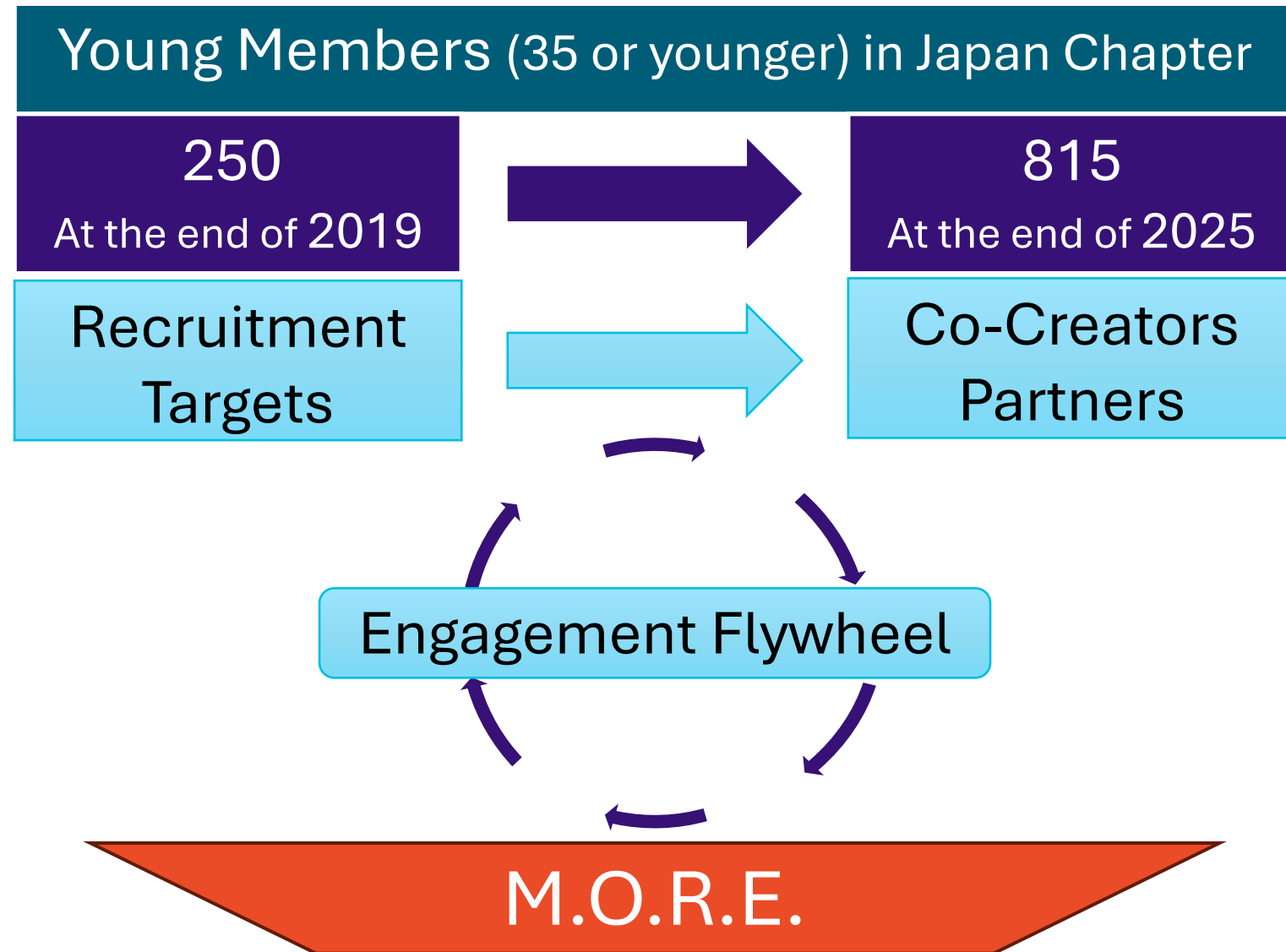
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*Director, PMI Japan Chapter*

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Program Manager of Next-Gen. Initiative

# Summary



# Learning Objectives

At the conclusion of this session, attendees will be able to:

1. Reframe youth engagement strategies by positioning young professionals as co-creators and stakeholders in chapter growth rather than traditional recruitment targets;
2. Apply the M.O.R.E. principles at a chapter level to design engagement initiatives that build ownership, sustained participation, and leadership pipelines; and
3. Identify practical actions chapters can take to activate a core youth volunteer community that drives experimentation, connection, and long-term member retention.

# Actions for Recruiting Young Members

Link to Menti



menti.com  
7877 3486

# Engagement Opportunities in PMI Japan Chapter

Cf. “The Japan Chapter Story: How Consistent Practices Led to 82% Member Retention”  
2025 AP/SA Leadership Institute Meeting

## The Sectional Groups in PMI Japan Chapter:

- ◆ **31 Study Groups**: Business Analysis, Agile, Talent Competency, PMO, Risk Mgmt, Stakeholder Mgmt, ....
- ◆ **9 Committees**: Mission, Steering , Marketing, Standards, Academic, PM Community, Regional Services, International Collaboration, Membership Services
- ◆ **2 Programs**: Seminar, PMBOK Seminar
- ◆ **8 Open Communities**: Seniors, Regional, Government, Construction, **Next Generation**, AI@Work, Women, DA

As of September 2025, 770 Chapter members belonged to one of the groups.

# Open Communities: Gateway to Chapter Activities

Cf. “The Power of Open Communities – Mobilizing a wide range of collaborators”  
2024 AP/SA Leadership Institute Meeting

## ◆ Study Groups:

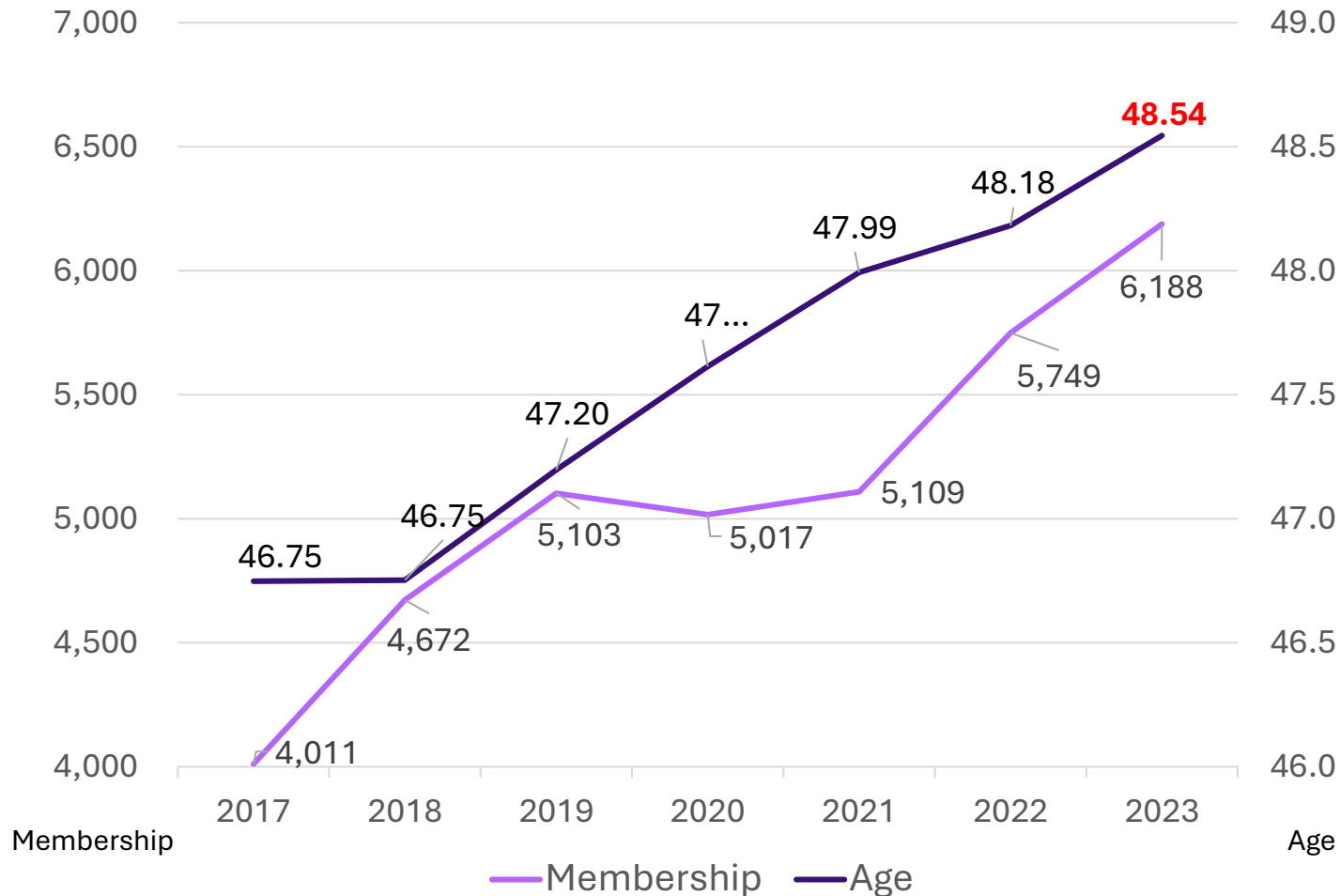
- Traditional Component of Practices
- Regularly discuss and explore topics related to project management
- Chapter members only (Members’ benefit)

## ◆ Open Communities:

- Open to Non-members
- Diversity of participants broadens our perspective
- Opportunities to get involved before joining the chapter

# Issues Addressed by PMI Japan Chapter

# Membership has Grown, but Aged



- downloaded all member data from ThoughtSpot and analyzed it.

- Membership:

**4,011(2017) ⇒ 6,188(2023)**  
CAGR: 7.49%

- Average Age:

**46.75(2017) ⇒ 48.54(2023)**  
CAGR: 0.69%

About 60% of members registered their birthdays  
All figures are as of the end of the year

**The average age will soon exceed 50!**

# Difficulty of Appealing to Young People

- ◆ No significant results, despite years of efforts
  - Free seminars for young people
  - Outreach to companies
  - Collaboration with universities
- ◆ Information presented from a PMI perspective does not appeal to prospective members

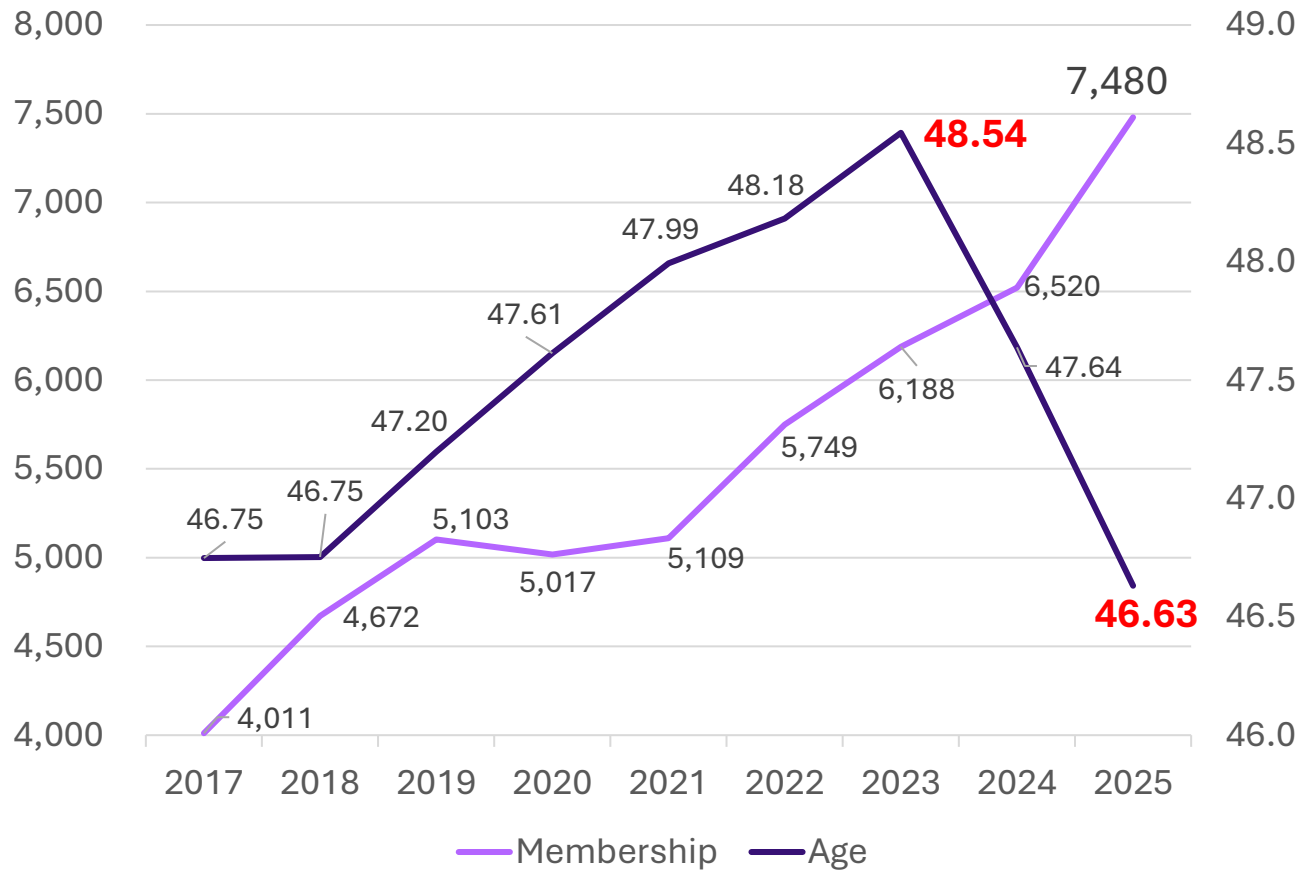
We needed to listen to the voices of young people,  
but there were hardly any young members

# Our Strategy for Attracting Young People

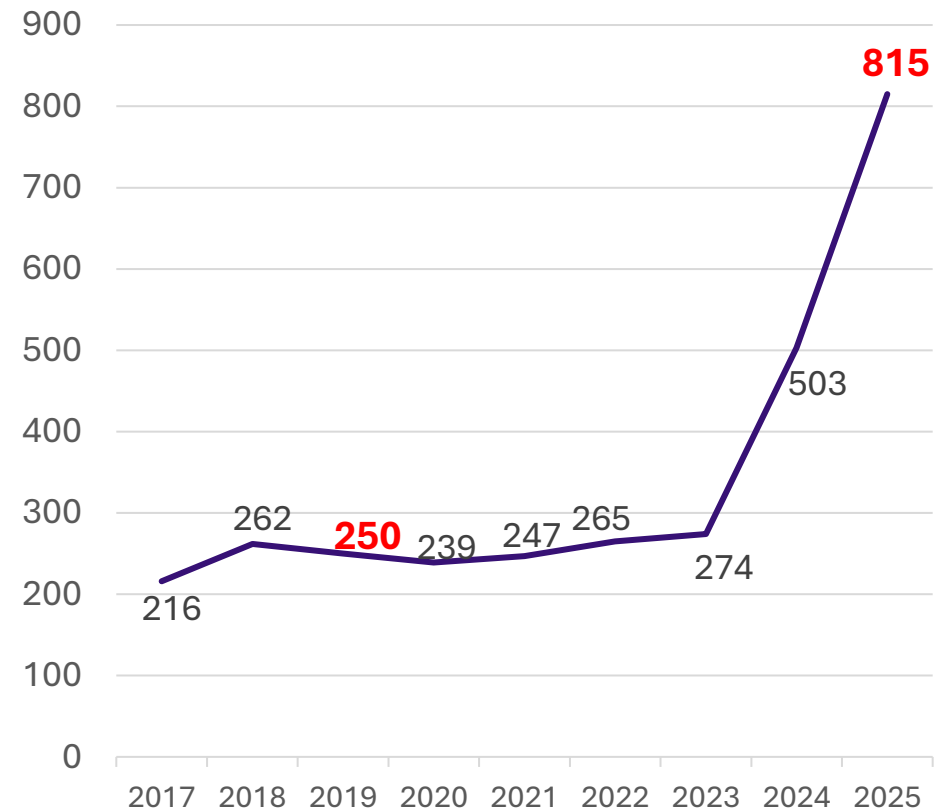
- ◆ Establish sustainable youth-led initiatives
  1. Attract young participants
  2. Find young collaborators
  3. Listen to needs and expectations
  4. Let them to what they want to do
- ◆ Launched the **Next-Gen initiative** before the COVID-19 pandemic
  - Appointed a young leader, **Kazuyuki Taniguchi**, in his 30s

# Achievements: Dropped by Two years

## Membership and Average Age



## Members under 35yrs old



Young members has **TRIPLED**

# Next Generation Initiative in PMI Japan Chapter

# What We Changed: From Recruitment to Co-Creation

## Before

- ✓ Recruitment targets
- ✓ One-way delivery
- ✓ Attendance as success

## After

- ✓ Co-creators
- ✓ Dialogue and feedback
- ✓ Contribution and ownership

Youth engagement is not a marketing problem.  
It is a participation-design problem.

# A Three-Stage Engagement Design

Stage	Activity	Purpose	Key Agenda
<b>Seminars</b>	Low-barrier seminars	✓ Attract and listen	✓ Familiar themes and feedback
<b>Workshops</b>	Interactive workshops	✓ Deepen dialogue	✓ Share concerns and peer learning
<b>Open Community</b>	Ongoing open community	✓ Sustain connection	✓ Visible roles and future leaders

Engagement was created not by isolated events, but by a staged pathway.

# Seminars: Creating an Accessible First Step

## Purpose

- ✓ Lower the barrier to entry
- ✓ Start listening

## What We Did

- ✓ Familiar themes
- ✓ Accessible speakers
- ✓ Feedback after each session

## What We Learned

- ✓ Relevance mattered more than PMI-centered messaging
- ✓ Seminars worked best as an entry point

Seminars helped us attract interest and begin listening.

# Seminars: Theme examples



## Theme examples

- ✓ Relentless Product Development Behind THE NORTH FACE Footwear
- ✓ Career Strategy for Navigating Change in the Post-COVID Era

## Comments

“I joined because the topic felt familiar and relevant to my own work.”

# Workshops: Turning Interest into Dialogue

## Purpose

- ✓ Move beyond one-way learning
- ✓ Deepen engagement through dialogue

## What We Did

- ✓ Interactive workshops
- ✓ Peer learning and reflection

## What We Learned

- ✓ Information alone did not create commitment
- ✓ Expression, dialogue, and relevance deepened engagement

Workshops helped transform passive interest into active engagement.

# Workshops: Theme examples

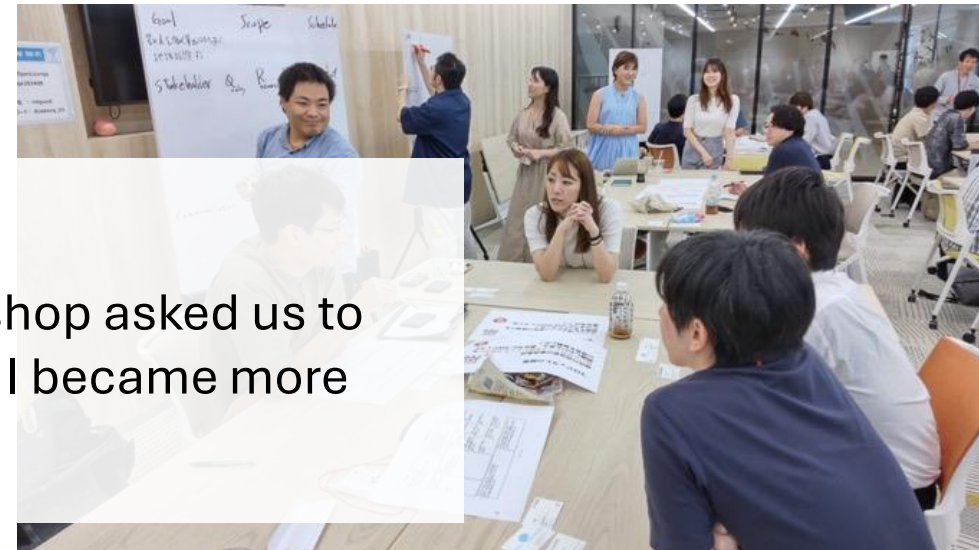


## Theme examples

**Holding a summer festival where young people gather**

## Comments

“Because the workshop asked us to participate actively, I became more engaged.”



# Open Community: Sustaining Connection and Discovering Future Leaders

## Purpose

- ✓ Sustain engagement
- ✓ Identify contributors and future leaders

## What We Did

- ✓ Open, dialogue-based community
- ✓ Continued interaction beyond one-time events

## What We Learned

- ✓ Dialogue alone was not enough. Visible roles strengthened ownership

The Open Community helped convert participation into continuity, ownership, and leadership.

# Open Community: Sustaining Connection and Discovering Future Leaders



# What We Learned from Young Professionals

## What We Assumed

- ✓ Information would create commitment
- ✓ Expert lectures would be enough
- ✓ Promotion would increase engagement

## What We Learned

- ✓ Dialogue creates commitment
- ✓ People want to speak and be heard
- ✓ Relevance and ownership matter more

We stopped designing based on assumptions and started redesigning based on feedback.

# What Changed in Participants' Mindsets

## At the beginning

- ✓ “Project management is not for me”
- ✓ Passive participation

## What mattered

- ✓ Invite them into the activity
- ✓ Encourage speaking, connecting, and contributing

## What happened next

- ✓ Motivated volunteers became visible
- ✓ Commitment spread through people

The key shift was not only participation, but identification: from “this is not for me” to “I can be part of this.”

# From Participants to Contributors

## Attendee

- Repeat Participant
- Workshop Contributor
- Open Community Member
- Volunteer
- Emerging Leader

### Key shifts

- ✓ From “not for me” to “relevant to my work and growth”
- ✓ From passive learning to active contribution

Young professionals began to see project management as relevant to their own work and growth.

# The First Young Members Stepped Forward

## Before

- ✓ Senior professionals led the workshops.

## Shift

- ✓ Young members stepped forward to lead.

## Support

- ✓ Senior professionals supported from behind.

## Growth

- ✓ More young professionals followed.

Young leadership became visible, and momentum began to spread.



# Why Young-Led Workshops Worked

## Closer

- ✓ “Project management is not for me”

## More Active

- ✓ Questions and dialogue increased.

## Role Models

- ✓ Participants saw,  
“Someone like me can lead.”

## Safe Support

- ✓ Senior professionals supported,  
not controlled.



Visible young leadership encouraged others to step forward.



The Team Behind a Young-Led Workshop

# Leadership Pathway: From Shared Motivation to Shared Ownership

## What we realized

- ✓ Contribution alone can easily become “have to”

## What we did

- ✓ Shared why people wanted to be involved
- ✓ Designed roles around individual “want to”

## What happened

- ✓ Personal growth and chapter contribution reinforced each other
- ✓ Shared ownership became more sustainable



Sustainable ownership emerged when selfish and unselfish motivations were allowed to coexist.

# Engagement Flywheel

- ✓ Individual want-to was the starting point
- ✓ Shared ownership turned participation into contribution
- ✓ Contribution generated new leaders and new initiatives
- ✓ This made engagement self-reinforcing



Ownership made engagement self-reinforcing.

# Achievements

## Measurable Results

Members under age 35: **251 (2019) → 815 (2025)**

More than tripled in six years

Next-Gen Open Community: **100+ participants**

Young professionals began planning and leading initiatives

A sustainable volunteer pipeline started to emerge

Co-creation scaled.

# How We Operationalized M.O.R.E.

## Manage Perceptions

We started by understanding what young professionals actually valued, instead of assuming what would attract them.

## Own Success

We invited young professionals to co-design and co-deliver initiatives, rather than keeping them as passive participants.

## Relentlessly Reassess

We continuously refined the program through feedback, participation patterns, and changing needs.

## Expand Perspective

We created pathways from participation to leadership, connecting individual growth with chapter sustainability.

**M.O.R.E. was not a slogan applied afterward. It became the logic of our redesign.**

# How PMI's M.O.R.E. Mindset Showed Up in Our Next-Gen Design

PMI's practice ideas	How it appeared in PMI Japan Next-Gen
Train professionals to speak “business language”	<u>Career growth</u> , project success, and a place to be heard
Foster storytelling, case sharing, and value communication	Workshops for sharing, reflection, and <u>mutual learning</u>
Promote structured communication, empathy, and two-way feedback	<u>Feedback loops</u> , dialogue, and sustained engagement
Recognize a “business owner’s mindset”	From attendees to <u>contributors</u> , volunteers, and <u>leaders</u>
Partner with other organizations to spread transformative practices	A <u>future direction</u> beyond our current internal model

# Key Takeaways

1. **Roadmap** for gradually increasing the number of young participants
2. **Checklist** for cultivating an environment that encourages voluntary decision-making
3. **Flywheel** expanding the circle of empathy

# From Internal Practice to Wider Chapter Impact

## What has already started

- ✓ This session shares the model across chapters
- ✓ The staged approach is informing related activities
- ✓ Youth-led engagement is strengthening broader relationships

## What this means

- ✓ The model is becoming more than a local initiative
- ✓ It is evolving into a transferable chapter practice

The model is already moving from a local initiative to a transferable chapter practice.

# Call to Action: Start Your Own Flywheel Next Week

1. Invite 3 young professionals.



2. Switch off your "Expert" mode.



3. Be a "Zero-Agenda" Mirror.

**Q1. "What really moves you?"**

**Q2. "What do you want to build with us?"**



**"Don't give the 'How'. Protect their 'Why'!"**

# Closing Message

We grew by creating an environment where young professionals could be heard, contribute, and lead.

When they co-create the future of the chapter, growth becomes sustainable.

# Thank you!

*Let's continue the conversation!*



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PMI Japan Chapter



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マネジャー



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