



**Leadership
Institute
Meeting
AP-SA 2026**



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Placeholder for stinger

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Putting M.O.R.E. Into Practice

**Proven Practices Associated with
Project Success**

Learning Objectives

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

- Explain the M.O.R.E. vision and why it matters to project professionals and chapters.
- Apply selected M.O.R.E. practices to annual planning and to chapter initiatives to increase adoption, advocacy, contribution, and retention.

Project Success

Why It Matters



"Have you ever finished a project, handed it over, and then thought... did any of this actually matter?"

The business goal it was supposed to solve... still wasn't solved?"



"We've been trained to measure success by delivery, did we hit the deadline, did we stay on budget, did we close the workstream?"

*But here's the truth the data keeps telling us: **completing a project is not the same as succeeding at one.***



*Project success means delivered **value** that was worth the **effort and expense**.*

*And that distinction between **managing a project well** and actually **making it matter** is the gap that's costing organizations **enormously**.*

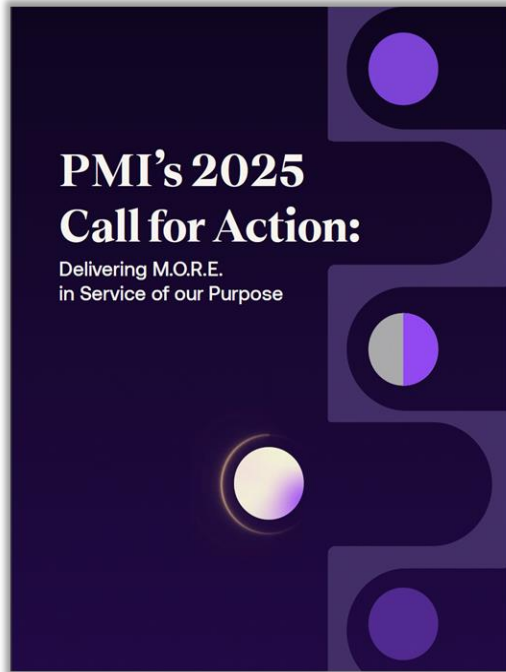


M.O.R.E. is a call to action for all project professionals to shift from project management success to project success.



Project Success = Delivered value that was worth the effort and expense

M.O.R.E. is a call to action for all project professionals to shift from project management success to project success.



M

Manage Perceptions: Project Success happens when stakeholders understand that the project's outputs provide sufficient value relative to the perceived investment of resources.

O

Ownership: Project managers accept ownership of the entire breadth of a project, moving beyond literal mandates and executing on requirements.

R

Relentlessly Reassess Project Parameters: Project professionals need to recognize the reality of inevitable and ongoing change reassess the perception of value and adjust plans.

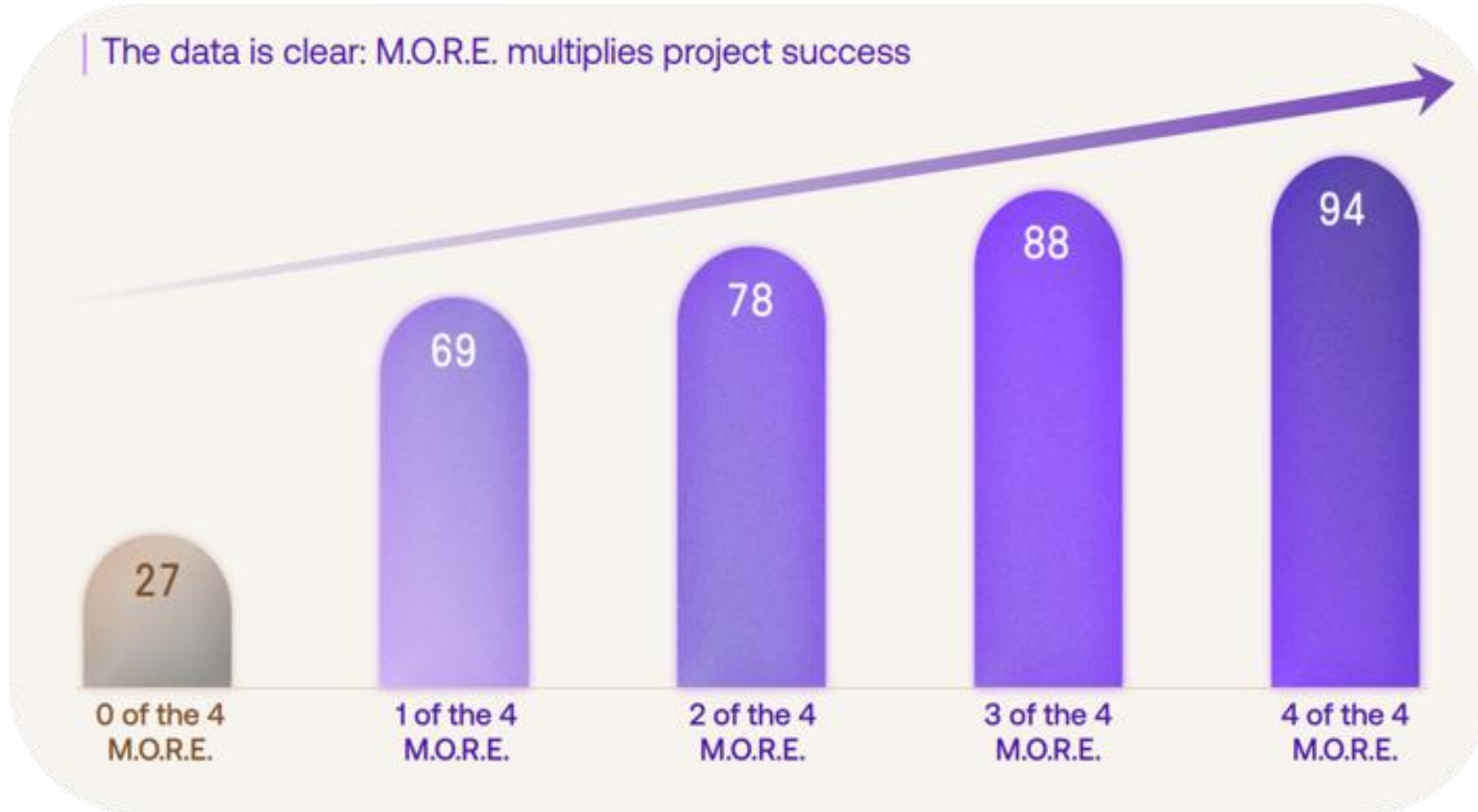
E

Expand Perspective: Consider the broader picture and how the project fits within the larger business, goals or objectives of the enterprise, and ultimately, our world.

Project Success = Delivered value that was worth the effort and expense

What We Have Learned About M.O.R.E.

For every M.O.R.E. component used, the likelihood of project success increases.



Only 7% of project professionals are always doing all 4

"PMI's research showed something striking. When project professionals consistently apply just one behavior from each of four dimensions, success rates jump dramatically from 27% to 94%. That's not a small improvement. That's a transformation."

How did you ensure that stakeholders' perception of value was understood by you and the project team?

M.O.R.E. in Action

40 Practices

M.O.R.E. Offers a Holistic Approach

Projects with a clearly defined vision achieved a NPSS of **41**, compared with a score of **-18** for those without one.

Project professionals are expected to act decisively and proactively, assuming accountability for value (**+18 NPSS** on *projects that flexed for value*)

One of the most impactful lever is measurement. Setting the impactful measurement system requires business acumen (**+23 NPSS** with *measurement trifecta*).

How do you adopt a mindset of owning project success beyond the execution of the project?

Top 40 M.O.R.E. Practices

- Drawn from the work of high-performing teams (24 cohorts)
- Validated to be effective (~7K respondents)

Apply these & other M.O.R.E. practices that have worked for you in the past, based on your project goals and context.

M.O.R.E. is a holistic approach.

Experiment with at least one practice from each of the 4 components of M.O.R.E.



Manage Perceptions: 15



Own Success: 8



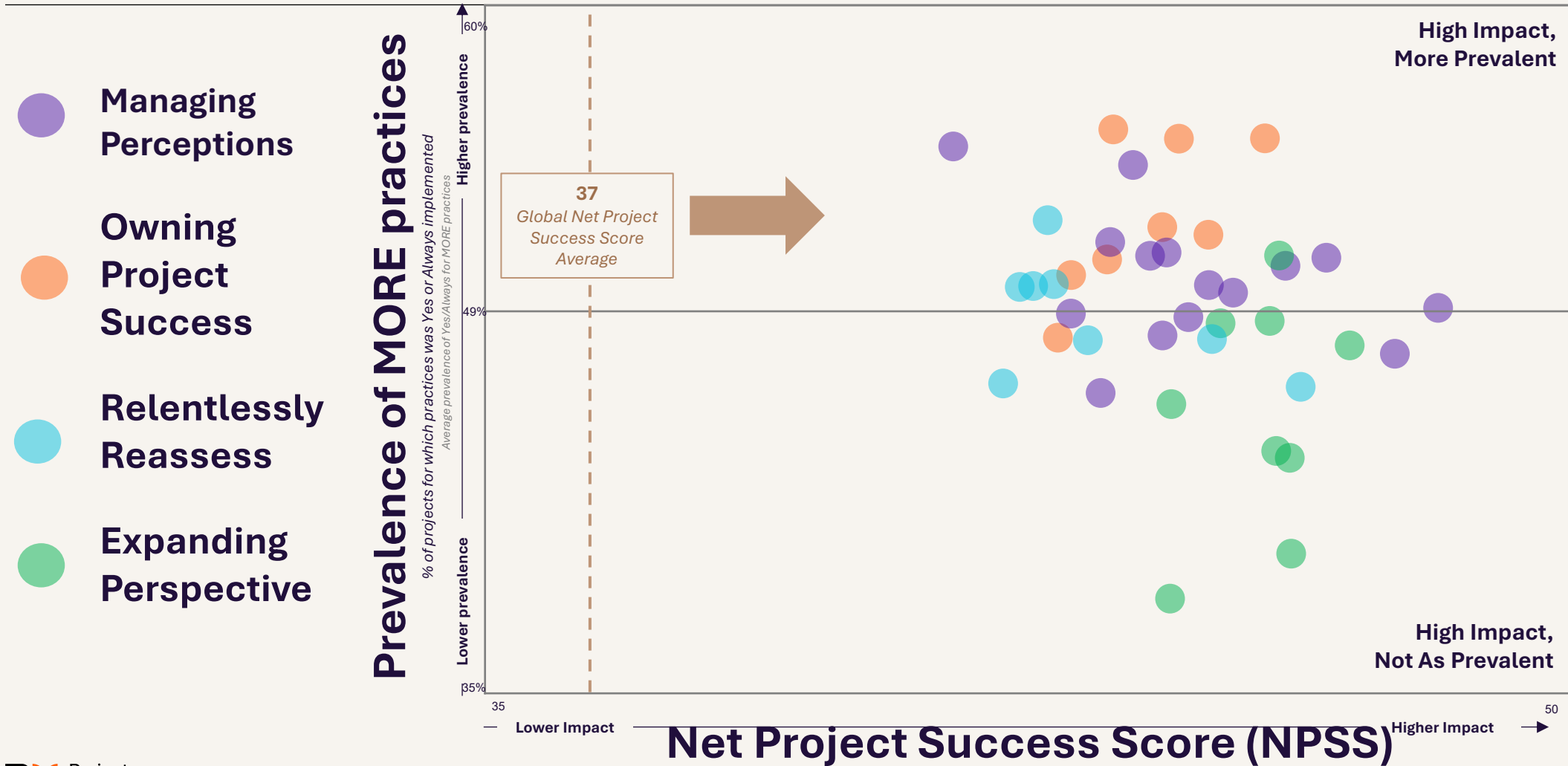
Relentlessly Reassess: 8



Expand Perspective: 9

M.O.R.E. Practices Are Used Based on Context

Some practices are more prevalent than others

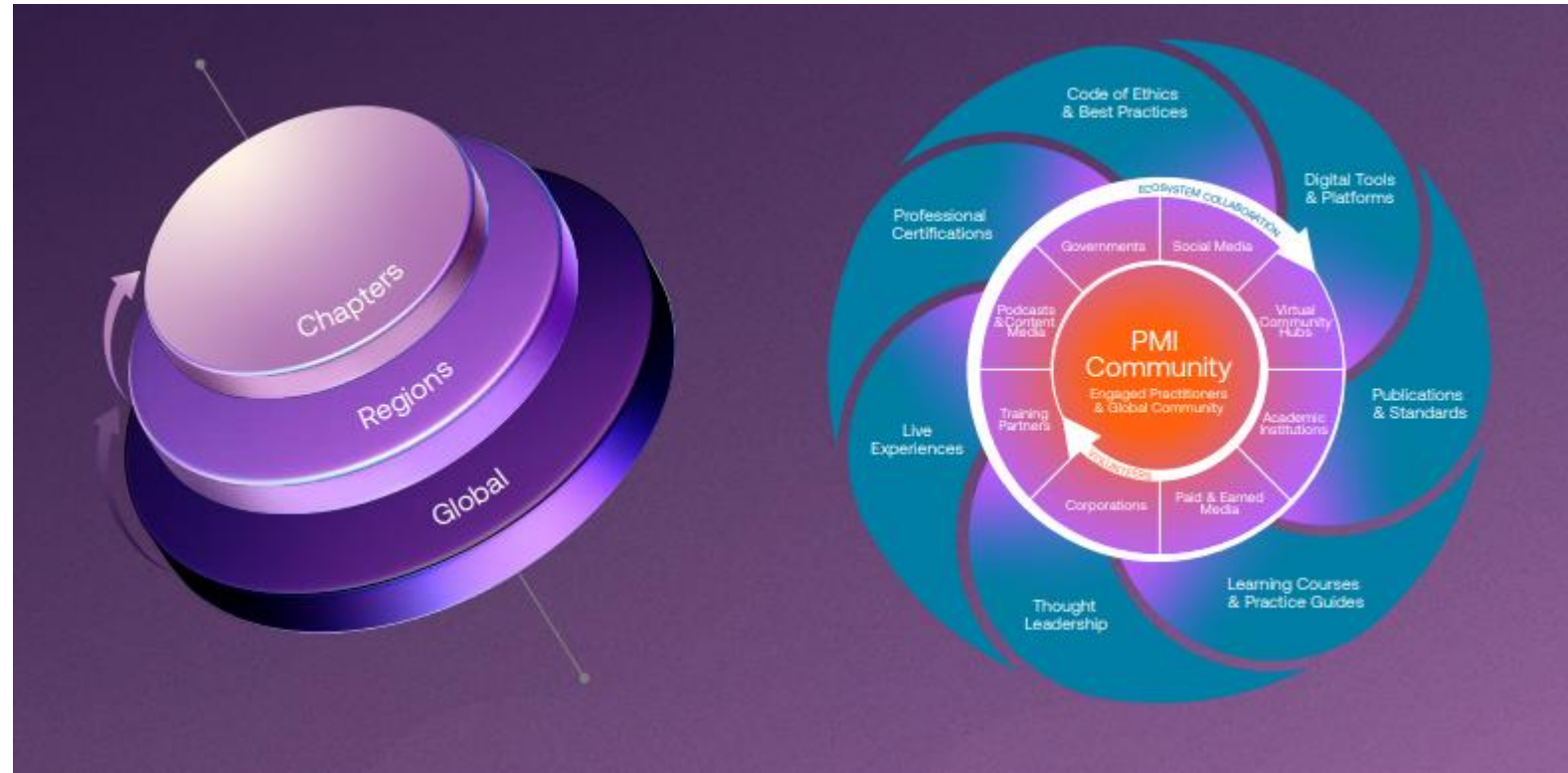


What does it look like to
proactively approach change?

Applying M.O.R.E. Practices to Chapter Work

Our purpose is delivered through a global ecosystem, with chapters leading the way.

By stepping up and activating the flywheel, chapters help to build stronger professionals, more successful projects, greater trust, and more impact.



Global Ranking of M.O.R.E. Practices by NPSS

Relevant impact highly dependent on project context

Letter	Practice
M	Clearly map how each stakeholder's needs and wants will be addressed in a successful project outcome
M	Maintain a register to track both intended and emergent benefits
R	Monitor changes in the broader environment to identify emerging risks or new opportunities for the project
M	Keep project participants focused on maximizing the total value created and range of people who benefit from it
E	Champion learning and repurpose across projects to more effectively deliver project outcomes
O	Collaborate with stakeholders to ensure the project achieves its overall purpose
M	Align stakeholder expectations on a timeline for successful value creation
E	Explore implications for the broader society to mitigate risks and optimize value creation
E	Explore indirect effects to uncover hidden risks and opportunities
R	Continually look for opportunities to better utilize technology to streamline effort or improve value creation
O	Adopt an ownership mindset that motivates visible and concrete action
E	Explore implications for the achievement of organizational goals and strategies to ensure alignment
E	Incorporate sustainability goals and metrics to maximize long-term outcomes
M	Champion customer feedback as a key input to ensuring a project is ultimately seen as successful
E	Explore implications for the organization's customers to mitigate risks and optimize value creation
M	Shape a clear story of the real-world value the project should create from the start
O	Help ensure project outcomes are aligned to broader organizational goals
O	Empower project team members to understand their role in creating value, not just completing tasks
M	Regularly initiate open, critical discussions to keep the project on track to meet stakeholder expectations for creating value
E	Explore implications for other projects to ensure alignment, efficiency, and risk control

Letter	Practice
M	Create transparency through use of real-time, shared dashboards or reports
M	Identify and prioritize which stakeholders' opinions are most likely to influence perception of success
M	Align stakeholders on which metrics will be used to evaluate progress towards value creation
O	Take responsibility for steering the project towards maximizing value creation
O	Identify and adjust for potential harms or missed expectations
M	Be upfront with project participants about what's working and what's not
E	Explore implications for other teams or departments to reduce potential conflict and uncover opportunities
E	Seek out emergent and underrepresented beneficiaries to expand the range of people who benefit
M	Regularly socialize a clear point of view on the project's progress towards value creation
R	Periodically evaluate whether project success remains viable based on pre-defined criteria, and halt it if those benchmarks aren't met
M	Proactively address skepticism and reframe perceived failures constructively
O	Ensure post-delivery plans are in place for mitigating risk and realizing benefits
O	Identify opportunities to take calculated risks
M	Tailor communication and engagement strategies to match the specific needs and expectations of each stakeholder
R	Continually assess and adjust the approach to optimize the path to value
R	Regularly assess whether resources are appropriate to create the amount of value intended
R	Regularly collect feedback to identify emergent opportunities, risks, and potential stakeholders
R	Regularly assess whether changes in project goals are required
R	Explore opportunities to realize additional value through big picture integration with other efforts
M	Build trust with stakeholders through early and ongoing engagement

Applying M.O.R.E. Practices to Chapter Work

Academic Institutions

Connect with PM academic program leaders to discuss the value of Student Clubs.

Training Partners

At the start of the partnership, explicitly define what success looks like to your training partners.

Corporations

Regularly check how your corporate stakeholders are defining success of a shared project and if it has shifted over time.

Code of Ethics & Best Practices

A chapter might seek out an SME on AI ethics to expand their thinking in that area.

How do you expand the perspective of your project beyond internal project goals?

Small Group Exercise

Aligning M.O.R.E. Practices
to Real Chapter Work

Applying M.O.R.E. Practices

Steps 1-3: 20 min; Step 4: 10 min

1. Select a project or initiative your chapter is currently working on or developing
2. Review the practices aligned with M,O,R, and E
 - a. Option 1: From the LIM mobile app, [\[navigation instructions\]](#)
 - b. Option 2: Open from the What to Know email send on [\[date\]](#)
3. Choose one practice from M,O,R, and E and discuss how it will drive the project to be successful
4. Prepare for report out
 - a. What chapter initiative did you use?
 - b. Tell us which practice(s) you would apply from [one of] M, O, R, or E.
 - c. Why did you select that one, what impact will it have?

Applying M.O.R.E. Practices

20:00

1. Select a project or initiative your chapter is currently working on or developing
2. Review the practices aligned with M,O,R, and E
 - a. Option 1: From the LIM mobile app, [\[navigation instructions\]](#)
 - b. Option 2: Open the document from the What to Know email sent on [\[date\]](#)
3. Choose practice(s) from M,O,R, and E and discuss how it will drive the project to be successful

Applying M.O.R.E. Practices

10:00

Prepare for report out

- What chapter initiative did you use?
- Which practice(s) would you apply from [one of] M, O, R, or E.
- Why did you select that practice, what impact will it have?

Share Out & Wrap Up

How Will Your Chapter Apply M.O.R.E.

How Will Your Chapter Apply M.O.R.E.

- What chapter initiative did you use?
- Which practice(s) would you apply and to which one element M, O, R, or E.?
- Why did you select that practice, what impact will it have?

Key Takeaways

For every M.O.R.E. component used during a project, the likelihood of project success increases.

To secure their place in the future of how projects are managed, PPs need to move from task-focused project manager to transformational leader.

By activating the flywheel, chapters help to build stronger professionals, more successful projects, greater trust, and more impact.

Your Next Step: Repeat this exercise with your full chapter board using an actual chapter project so that board members are ready to Step Up and to help your members Step Up, too.

How is PMI helping in 2026?

Together, let's STEP UP!

- M.O.R.E. learning courses
- Thought Leadership content
- Complexity Guide & Research
- Webinars & events
- Infinity enhancements
- Manifesto for Enterprise Agility

The image shows two screenshots from the PMI Essentials M.O.R.E. Maximizing Project Success course. The left screenshot displays the course navigation menu with a progress bar indicating 8% completion. The right screenshot shows the M.O.R.E. Readiness Diagnostic assessment results, which include instructions and a summary of the user's overall readiness score of 22 out of 30.

**PMI Essentials
M.O.R.E. Maximizing
Project Success**

8% COMPLETE

INTRODUCTION

- Welcome to the Course
- Module Learning Objectives | Introduction
- A Challenge for the Profession
- Introducing M.O.R.E.—A Broader Vision for the Profession

M.O.R.E. Readiness Diagnostic

Instructions: Click the link below to visit the assessment where you can assess your personal leadership growth areas in M.O.R.E. For each scenario, select the response that most closely matches your typical behavior. Be honest! This tool is designed to identify development opportunities, not validate current practices.

Your Overall M.O.R.E. Readiness
22
out of 30 points

Message Perception 6 Strongly Disagree	Own Project Success 8 Strongly Disagree
Relationship Potential 5 Strongly Disagree	Support Perspective 3 Strongly Disagree

Continue Learning with PMI Essentials: M.O.R.E.

Explore M.O.R.E.
eLearning and
related resources



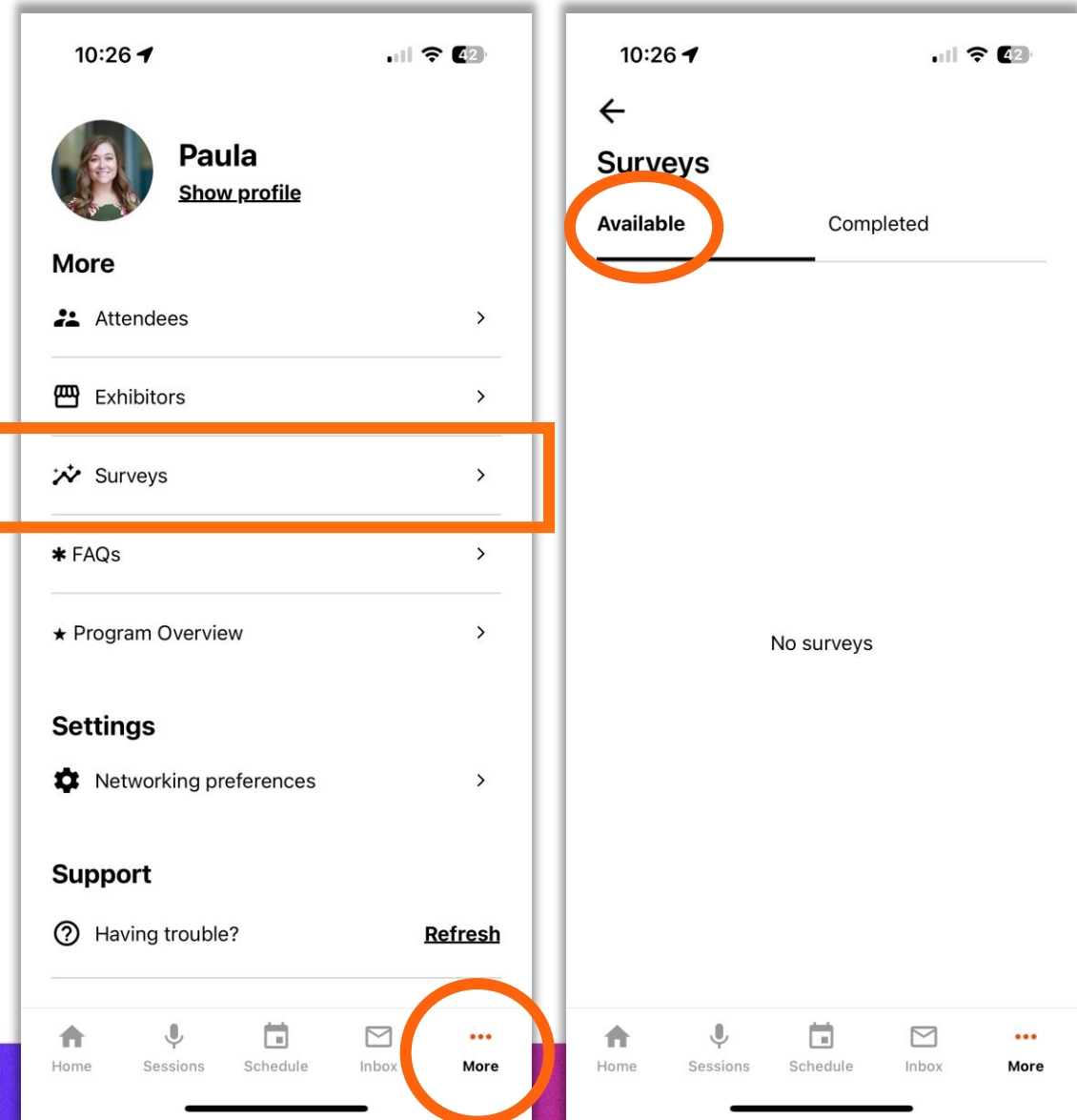
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Complete the session survey, located in your **PMI Event App**!

Your feedback is important to us and helps our speakers learn, grow, and improve!!

Access this session's survey:

1. Open the PMI Event App
2. Click the "More" menu item
3. Click "Surveys" to see available and completed surveys
4. Complete the brief survey for this session



THANK YOU