



# Leadership Institute Meeting LATAM 2026



**German Martinez**  
**Region Mentor**  
Southern Latin America



**Rolando Miranda**  
**Region Mentor**  
Northern Latin America



**Sergio Mota**  
**Region Mentor**  
Brazil



# 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:

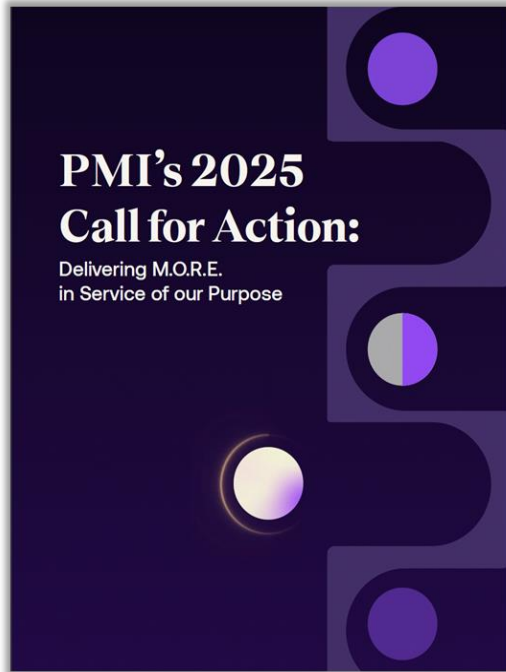
- Explain the M.O.R.E. vision and why it matters to project professionals and chapters.
- Apply selected M.O.R.E. practices to annual planning and to chapter initiatives to increase adoption, advocacy, contribution, and retention.

# Project Success

## Why It Matters

# What We Covered Last Year

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.

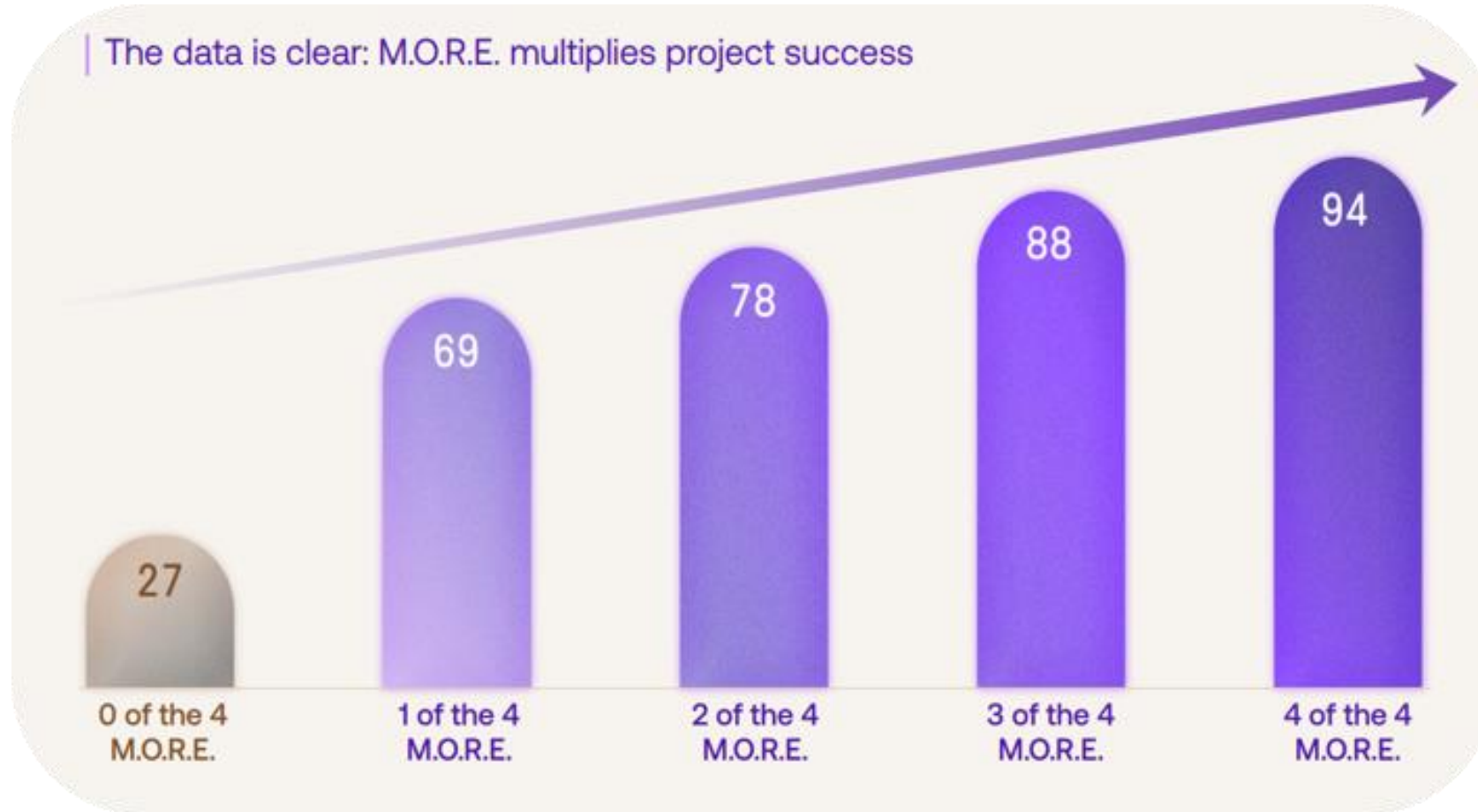
E

**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

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*).

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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



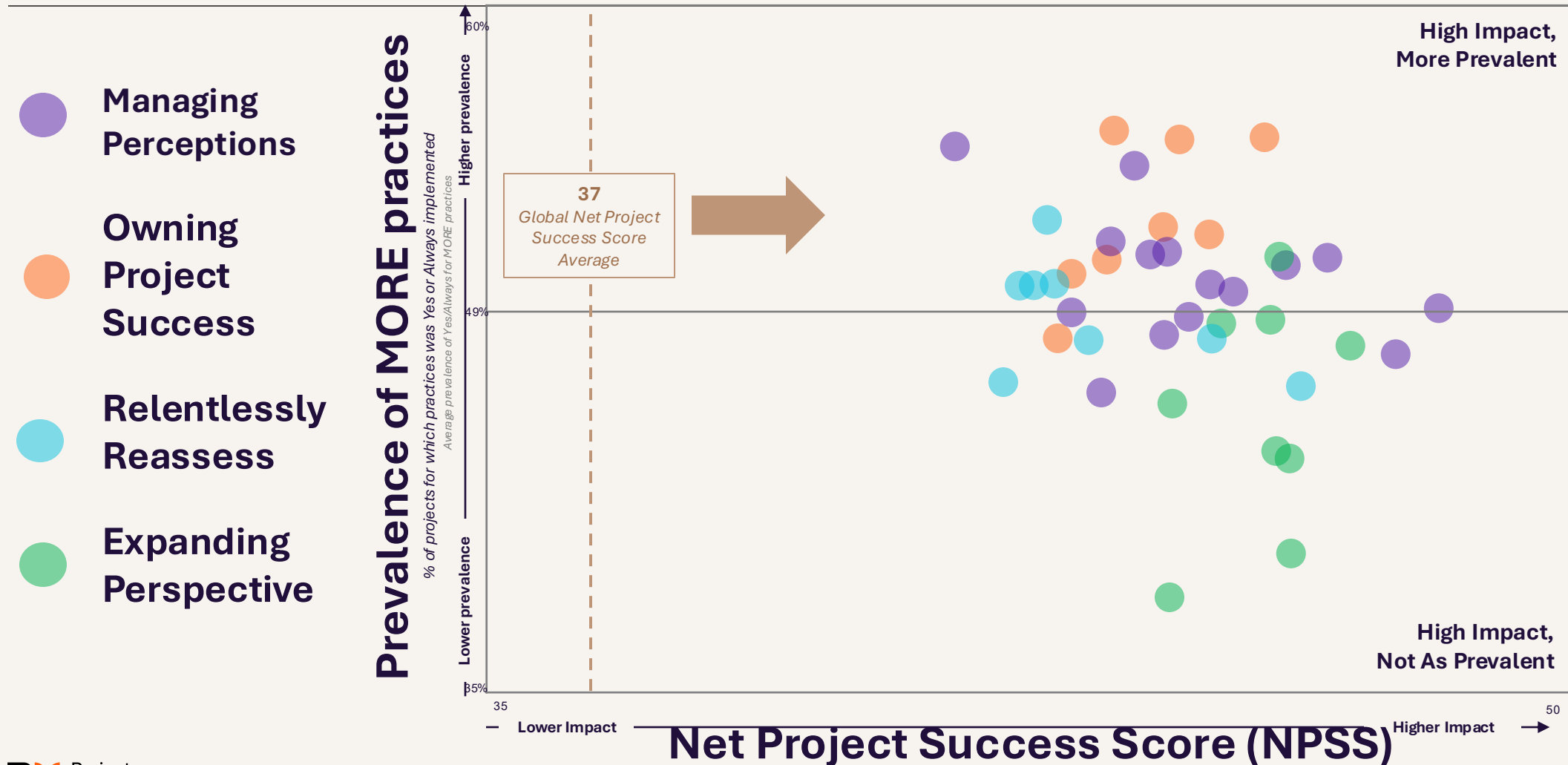
Relentlessly Reassess: 8



Expand Perspective: 9

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

Some practices are more prevalent than others

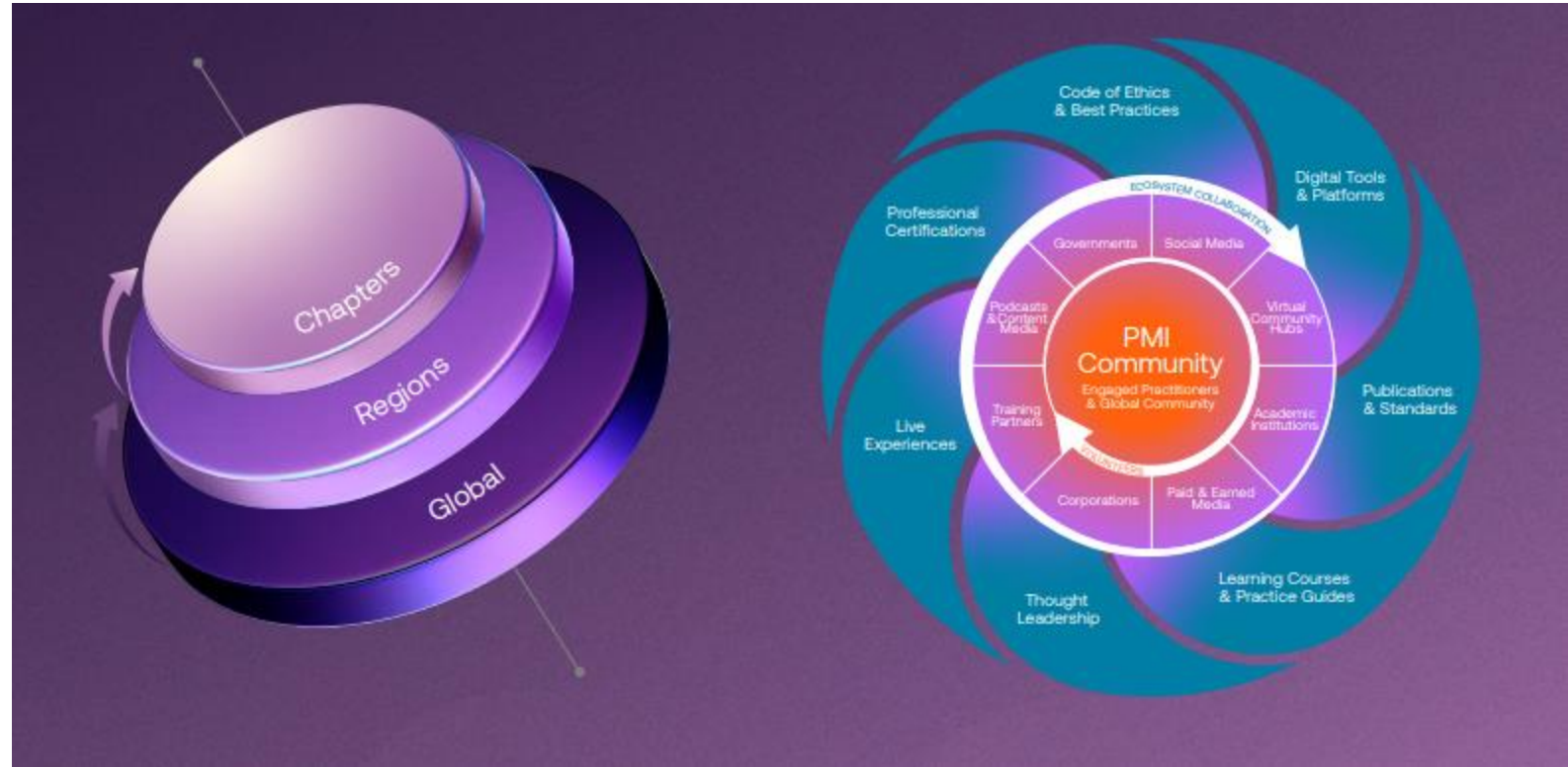


What does it look like to  
proactively approach change?

# 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, in the session description
  - b. Option 2: Open from the email you received on 5 August from Project Management Institute (Event Registration pass)
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
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# Applying M.O.R.E. Practices

10:00

## 4.- 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.

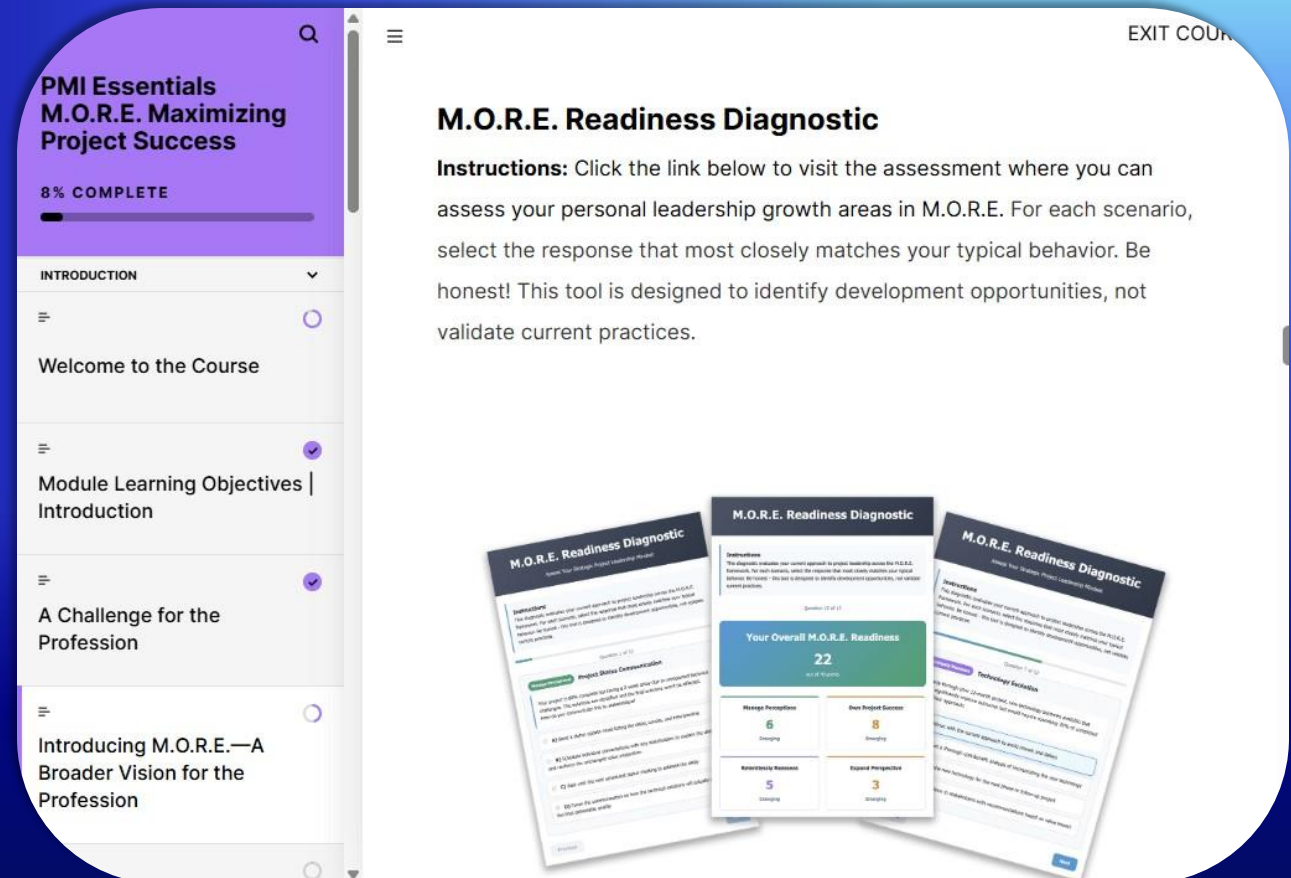
By activating the flywheel, chapters help to build stronger professionals, more successful projects, greater trust, and more impact.

**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





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

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



**¡GRACIAS!**  
**OBRIGADA!**