

Version 4 – January 2026

PMI Culture Guidebook

Understand our PMI Culture Values & Behaviors
and how we bring our culture to life.

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From the Chair of the Board 2025-2026

“At PMI, what sets us apart is not only the project success we strive to deliver, but the spirit with which we light the way for those around us. It is through the dedication of our members, volunteers and teams that our mission comes to life.

At the center of this is respect and integrity, along with a mutual commitment to honesty, fairness, and responsibility in everything we do. These build trust, and trust is the foundation of our global community. And there is also, our Culture Values and Behaviors, which guide how we work together and how we serve others.

This updated Culture Guidebook is about our Culture Values and Behaviors and is a vital resource that reflects who we are and who we continually strive to become.

It provides tools, exercises, and tips to help us make our culture real in our everyday practice and It reminds us that culture is dynamically shaped by every interaction we have, every action we take, and every team member and volunteer who dedicates their time and talent in service to others.

Living our values is not abstract. We activate them daily through our traditions and practices, the way we recognize one another, the stories we forge, and the systems we build together.

To our members, volunteers and teams, thank you for embodying our culture each day. You are the heart of PMI, and through your service and example, we maximize project success to elevate our world.”



From the President & CEO

“PMI is an organization driven by its purpose – We maximize project success to elevate our world. That means everything we do is designed to serve the global community of Project Professionals, our partners, our teams, and our world. But it’s not just about who we serve or the outputs we produce. We also have an obligation to serve in the right way. To deliver on our commitments, to treat others with respect and dignity, and to nurture vibrant relationships along the way. In other words, to live our culture values every day.

Our culture is rooted in our values and aspires toward our ambitious purpose. We commit to this positive culture because doing so allows us to grow together, as an organization and as individuals, and to pursue our strategic objectives effectively and consistently.

Within this document, you will find a comprehensive guide to PMI’s culture values, complete with definitions, exercises, and other resources. I encourage you to read through the guide and to keep it close. Revisit it regularly to refresh your perspective and reaffirm your commitment to our shared values.

Our culture does not dictate that we all act and think in the same way. Rather, it demands that we bring our true selves to our efforts each day and that we raise our voices when needed, share ideas respectfully, innovate, and collaborate.

Thank you to the team who worked hard to pull this guide together and thank you to everyone for bringing our culture to life every day.

This is how we work and interact with one another. This is our culture. This is PMI”

How to use this Culture Guidebook

At PMI, culture belongs to everyone in our community. Each of us is empowered to make positive change by using our Culture Values & Behaviors as guiding principles — shaping self-development, collaboration, innovation, design, and decision-making in everything we do as part of PMI.

Internalize our values

Learn our Culture Values & Behaviors and reflect on what they mean to you and your role. Use them to guide how you plan your work, collaborate, and make daily decisions

Honor your accountability

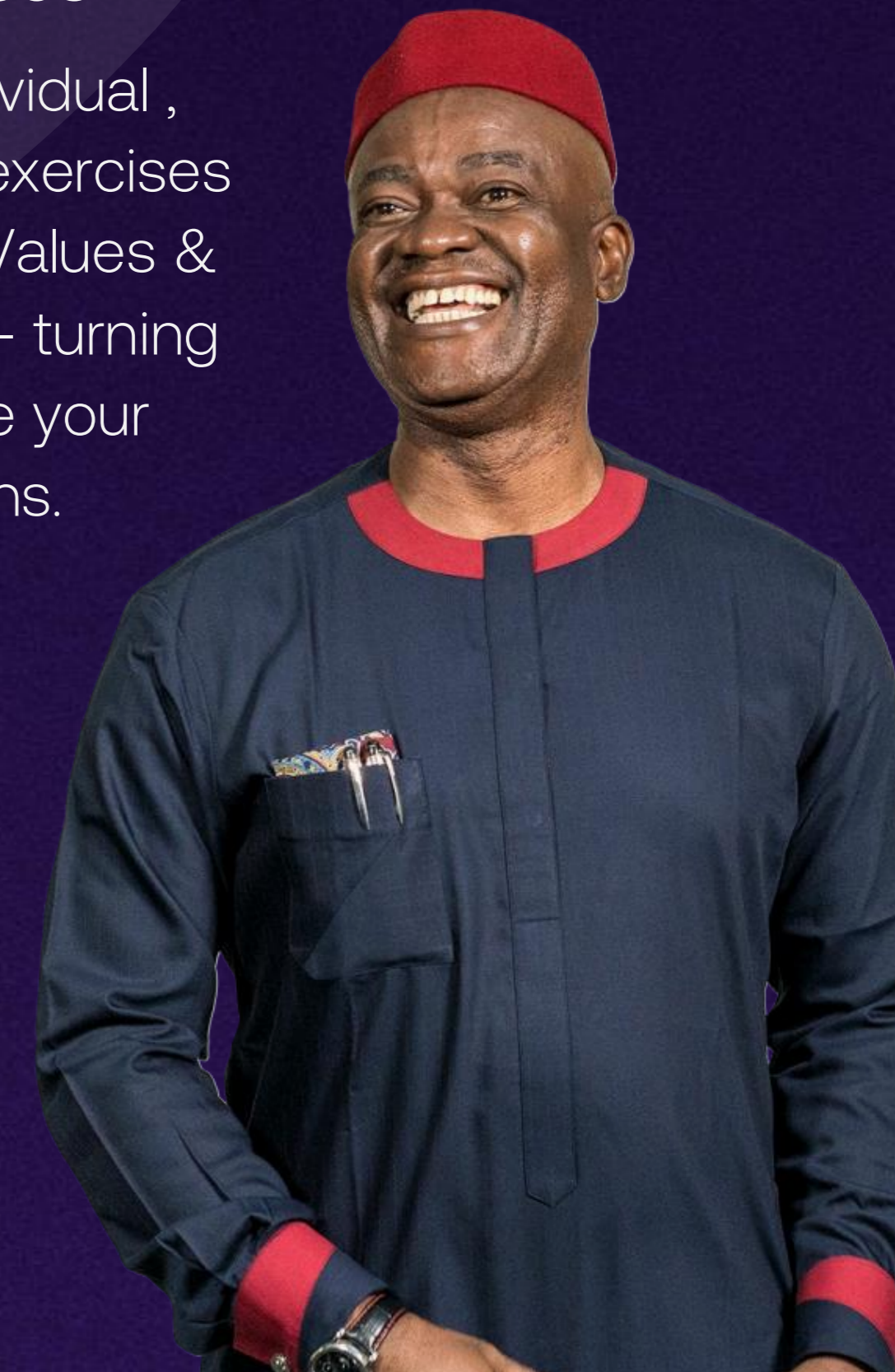
Culture is shaped by our actions. We each have the responsibility to live our values and influence PMI's culture in positive ways — especially when decisions get tough.

Complete the exercises

This guidebook includes individual, group and collective practice exercises to help you bring our Culture Values & Behaviors into daily practice — turning values into habits that guide your decisions and interactions.

Build culture in

Our Culture Values & Behaviors guide how we work and volunteer together. Use them to shape self-development, collaboration, design solutions, and make decisions. Start small — one behavior at a time.



At PMI, we define culture as

- How we collaborate with each other
- How it feels to work or volunteer with PMI
- How we act
- The mindsets and behaviors we choose

Our culture is a community wide agreement of how we get things done, how we treat each other and how we can all expect to be treated. And it's aligned to our purpose and strategy through [PMI:Next](#).

PURPOSE: Why We Exist		We maximize project success to elevate our world				
STRATEGY: What We Do to Deliver	WHERE We Play	Community Generated Knowledge Platforms & Resources	Career Long Learning & Development	Most Trusted "Gold Standard" Professional Certifications		
	WHO We Serve	Current and aspiring project professionals				
	HOW We Operate	FOCUS ON THE PROFESSION	ACTIVATION MODEL	INTERNAL CAPABILITY BUILDING		
		Leading Authority for Project Success PMIxAI Employers' Support and Advocacy Unique and Enhanced Membership Value Expanded Awareness	Innovate 70 / 20 / 10 Resource Allocation Expand Globally Leverage growth of PMP, U.S. and China to support global expansion Amplify Across the PMI flywheel	Data Driven Decision Making Scalable Product Development Sustainable Chapters and Volunteer Support System Unified Digital Experience Marketing Effectiveness		
CULTURE: How We Behave		Make it Easy	Aim Higher	Be Welcoming	Embrace Curiosity	Together We Can

What is culture and why does it matter?

At PMI, we support current and aspiring Project Professionals at every step of their career. But it's not just WHAT we do that matters to us. Our culture and HOW we achieve our mission is just as important.



A global co-creation journey that shaped...

Our Culture Values & Behaviors were built through a global co-creation journey that brought together team members and volunteers from every region of the world — created by PMI, for PMI.

In 2022, we united thousands of voices—volunteers, chapter leaders, staff, and the Board of Directors—to shape the principles that define how we work and lead today. Together, we asked big questions, shared diverse perspectives, and sparked creativity that continues to shape our collective impact.

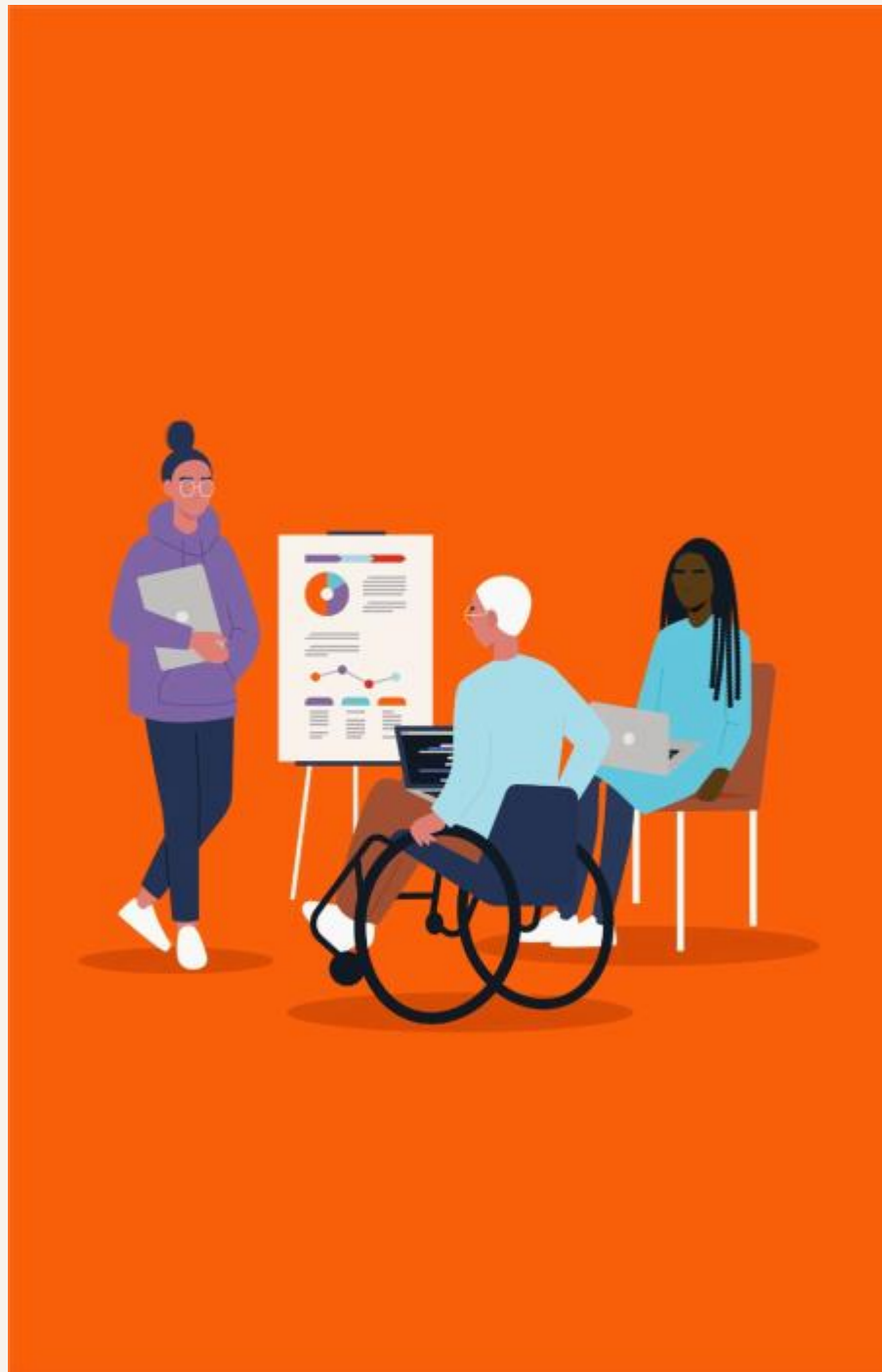


...one shared culture uniting Volunteers and Team members

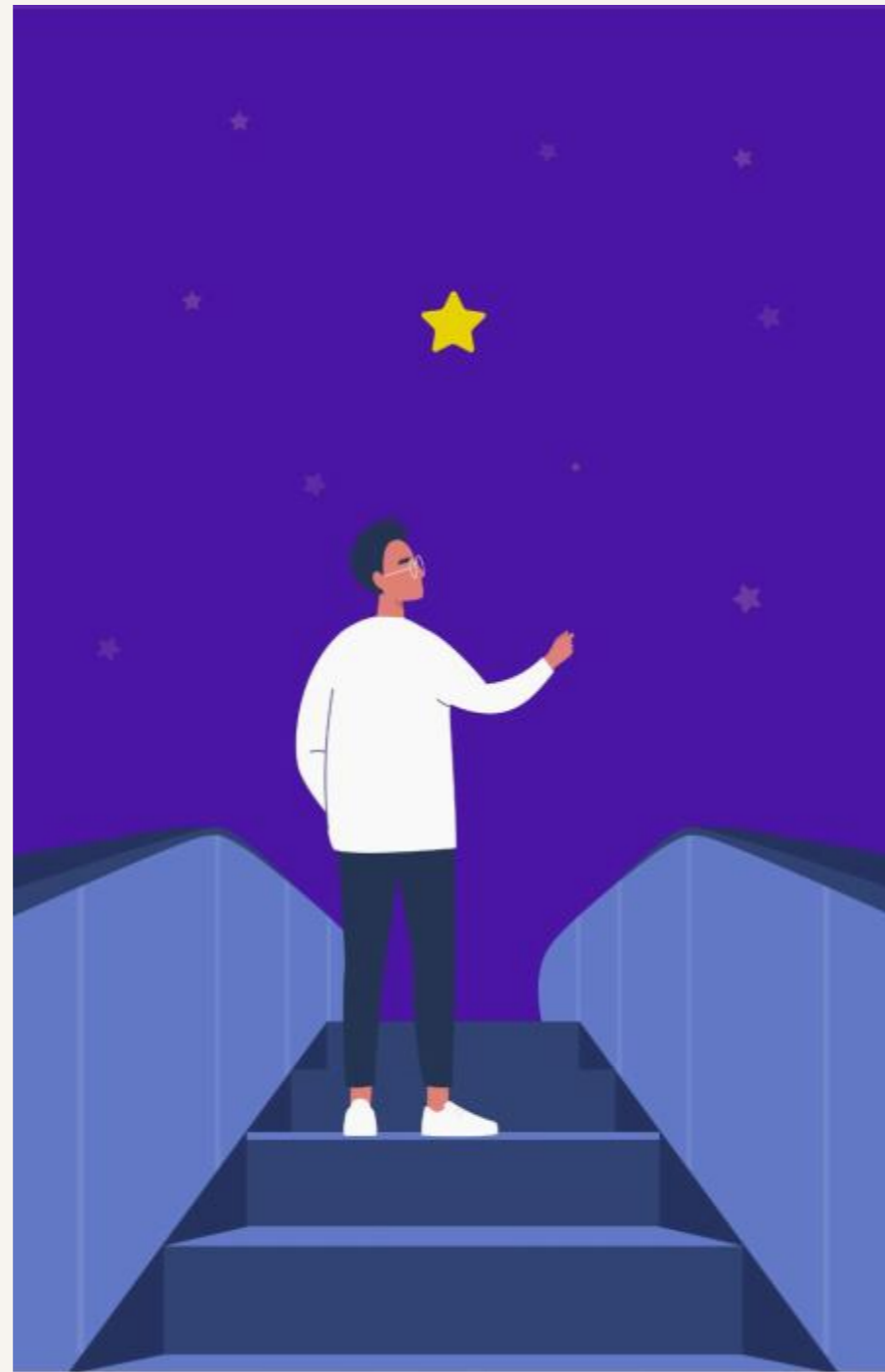
- ✓ Increasing capacity to deliver on strategy & goals
- ✓ Enjoying work & volunteering at PMI even more
- ✓ Attracting people to volunteer or work for PMI
- ✓ Increasing agility, creativity and innovation
- ✓ Prioritizing wellbeing, diversity and inclusion

Our PMI culture values

Make It Easy



Aim Higher



Be Welcoming



Embrace Curiosity



Together We Can



RITUALS

Repeated practices, habits, and touchpoints that make our values visible and reinforce connection, belonging, and consistency across our community. They can be as simple as how we open a meeting or as powerful as our global events like LIMs, the Chapter Presidents Meeting or a team check-in.

HEROES

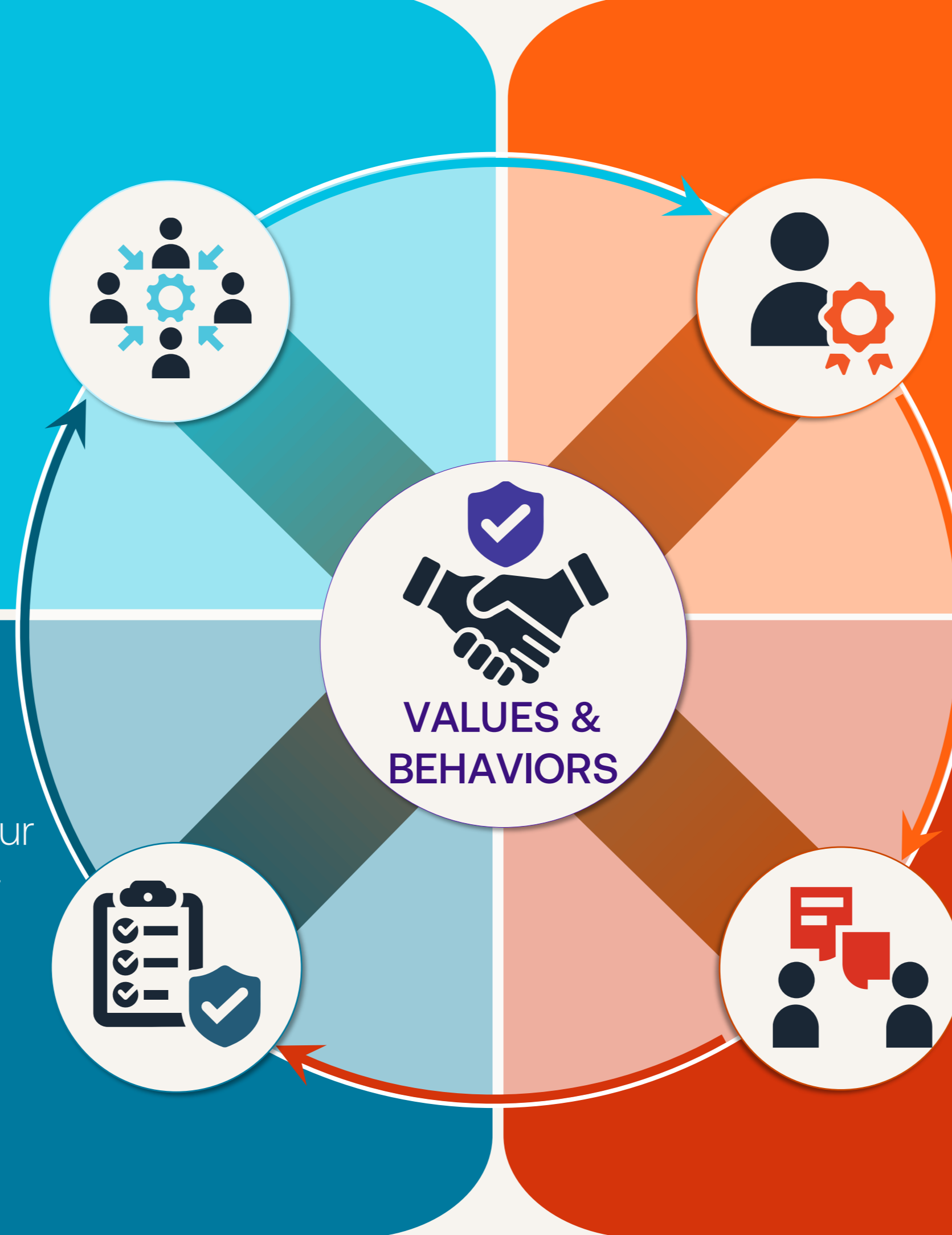
Recognizing and celebrating our heroes (individuals, projects, chapters, organizations) who live our values out loud is paramount. They model what good looks like — inspiring others to follow by example. Examples include Global Awards recipients, shoutouts during meetings and peer appreciation messages

SYSTEMS

The policies, processes, and frameworks that hardwire our values into how we work and make our culture repeatable. When our systems reflect our values, culture becomes part of how we make decisions, lead, and grow together. Examples include recruitment, onboarding and handover processes and meeting formats, among others.

STORYTELLING

Stories connect our past, present, and future — showing who we are, what we believe in, and why our work matters. They turn PMI's experiences into shared impact, meaning and pride. Examples include the rationale behind PMI:Next, experiences from PMI founding members and chapter creation and engagement, among others.



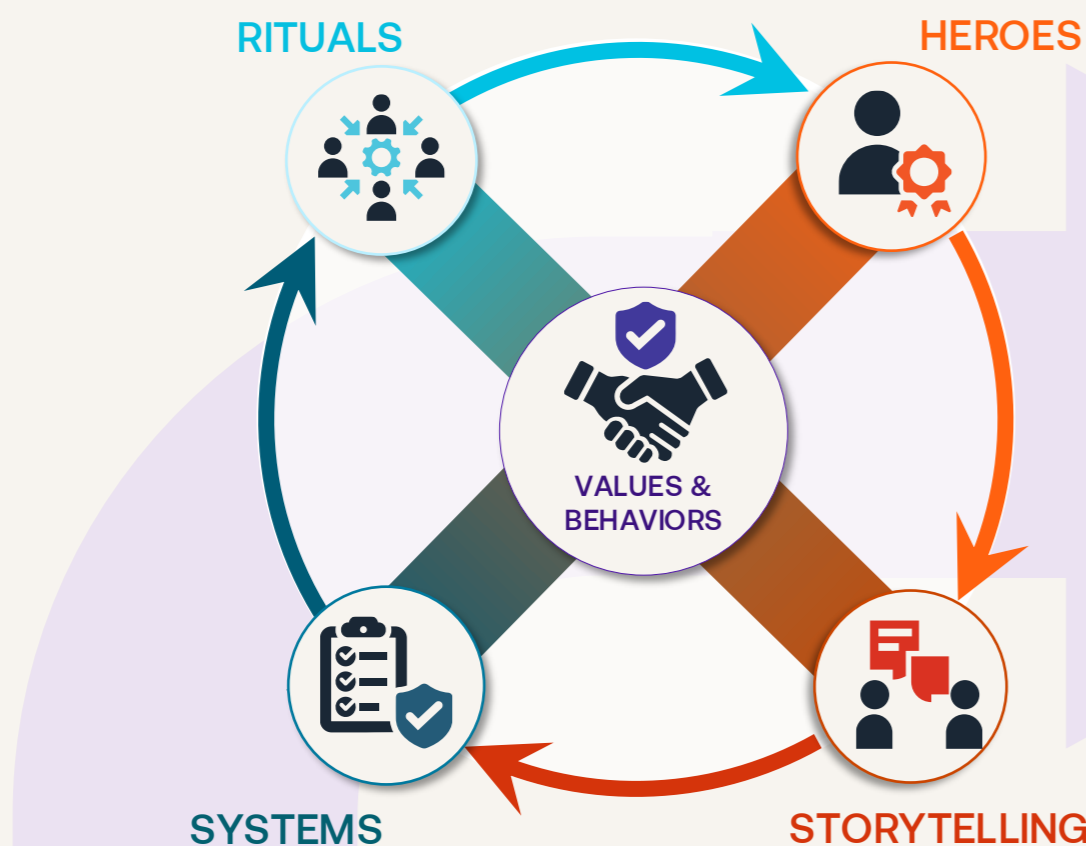
Culture Activators: how we bring our values to life

Culture doesn't live in a document—it lives in what we do every day. Our five PMI Culture Values & Behaviors come to life through what we celebrate, repeat, systematize, and share. We call them Culture Activators as they are practical levers that help culture spread naturally across PMI's community.

The Culture System

Our culture values define what we stand for, and our culture activators are how we live them every day. When aligned, they reinforce one another — creating the momentum that allows our culture to sustain itself over time.

Culture has multiple entry points. Wherever we start—listening, people, trust, impact, or learning—the system connects and reinforces the whole.



1 Sense-Making & Listening

How we understand what's happening in our culture

- Culture Survey, Culture Check-ins and Focus Groups
- Continuous feedback and insights from culture networks
- Qualitative signals from day-to-day interactions

2 Activation Through People

How insight and values are activated through people, not mandates

- Interpret signals
- Adapt activators to regional and functional needs
- Empower people to model our values and behaviors and build peer-to-peer momentum

5 Learning from Impact

How we learn and adapt from impact and feedback

- Recognition patterns revealing what behaviors are being reinforced
- Participation & engagement trends
- Shift in stories indicating cultural change
- Local adaptations feeding global learning

4 Expand & Amplify Impact

How we translate lived culture into visible, credible, and shared impact.

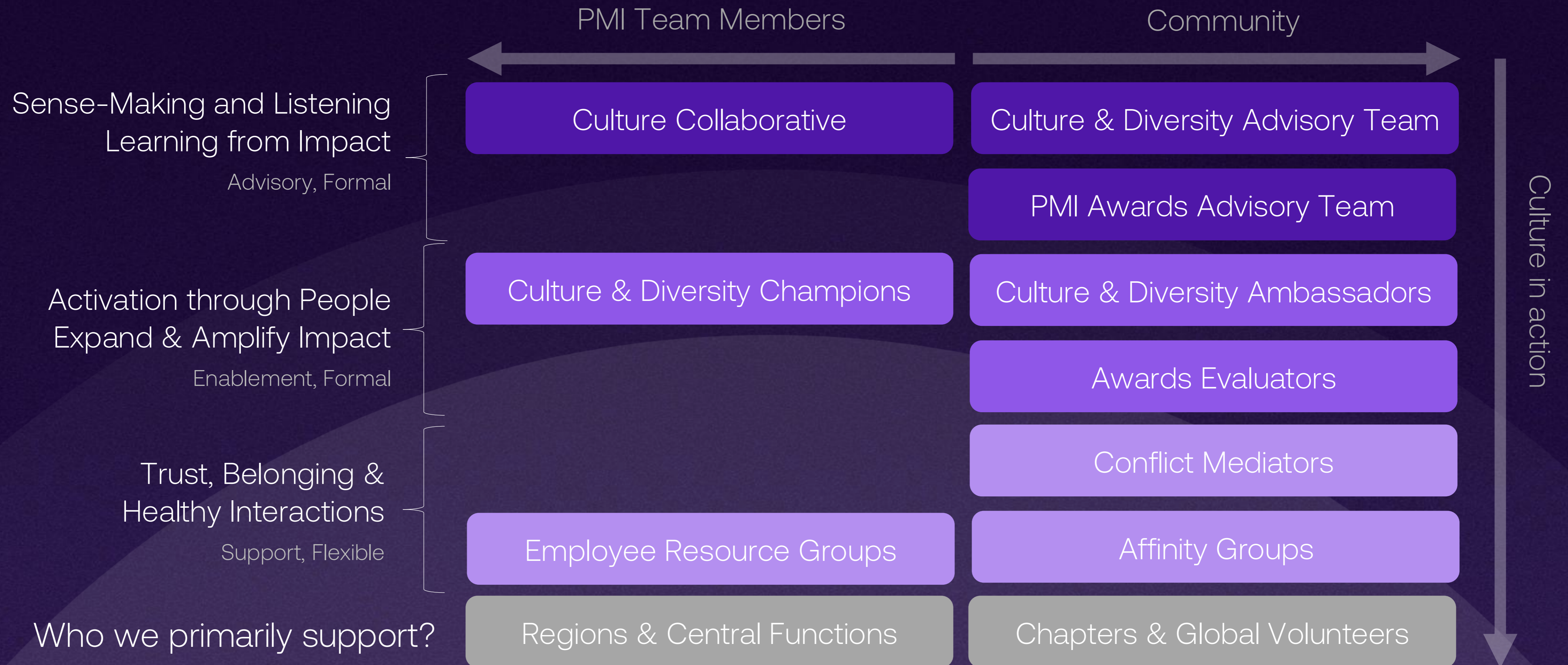
- Community members as co-creators
- Community-led engagement across regions, functions and audiences
- Local / Global Recognition & Awards
- Brand and professional credibility earned through lived values

3 Trust, Belonging & Healthy Interactions

How we foster conditions that allow culture to sustain itself under pressure

- Psychological safety
- Conflict prevention and resolution
- Working across differences
- Diversity as an asset

The people who bring culture to life



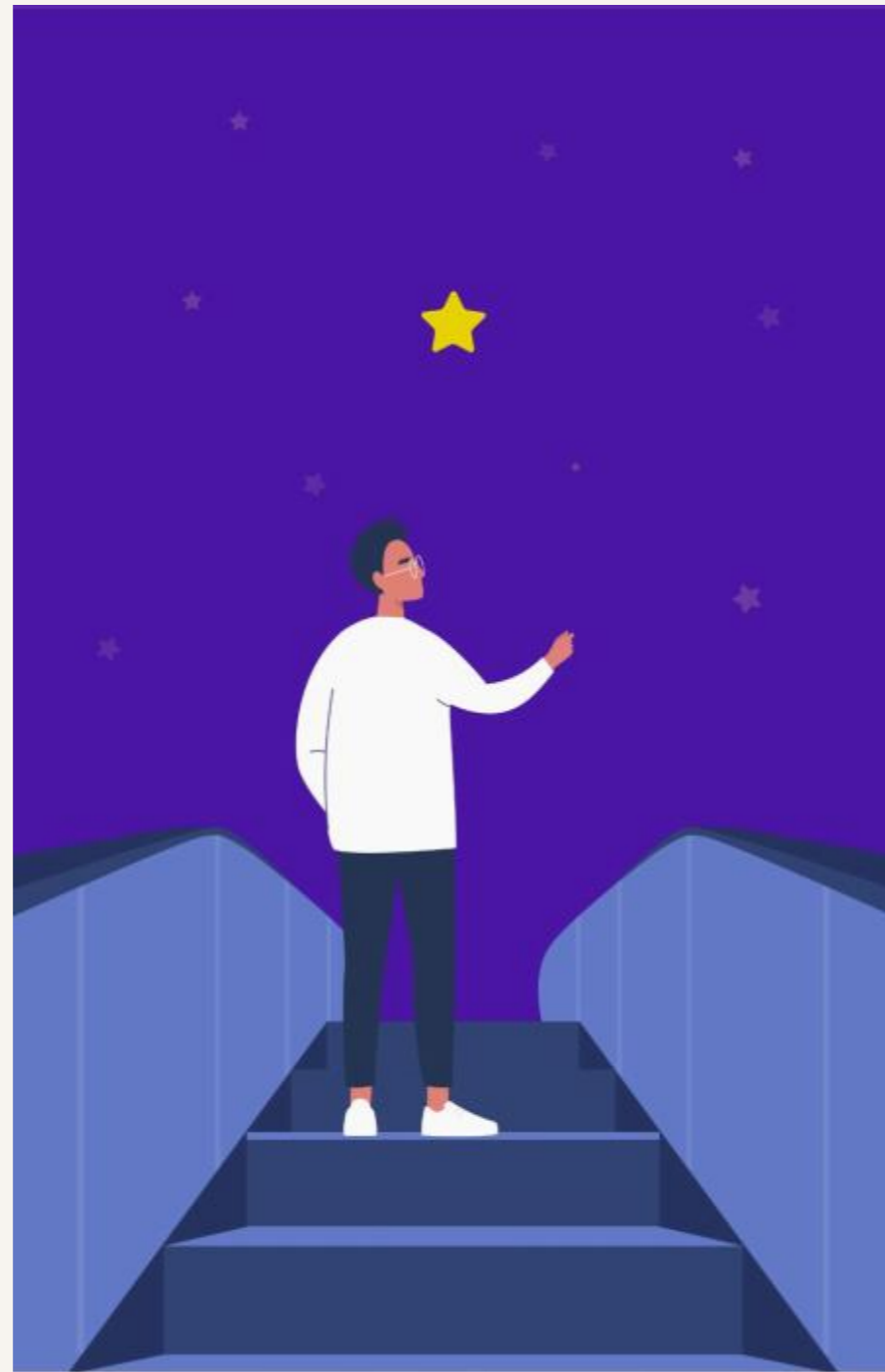
Culture at PMI is enabled by some roles, but it belongs to all of us—coming together across teams and communities to turn shared values into action every day.

Our PMI culture values

Make It Easy



Aim Higher



Be Welcoming



Embrace Curiosity



Together We Can



Make It Easy

We are easy to deal with.

When things slow us down, we find a better way.

We prioritize the impact that matters most and take the most direct route to it.



Behaviors:

- I speak with candor and kindness to get to the right outcome quickly.
- I enable clear, simple and transparent communication and interaction that aligns with the needs of those involved.
- I reduce complexity and remove barriers wherever possible.
- I involve the right people in the right way.
- I act fast where possible, seek input where needed and have the experience and/or data to support my decisions.
- I say 'no' to some things, in order to be able to say 'yes' to the ones that matter most.

Make It Easy

Individual and group exercises



Self-reflection

Remember a time things felt easy

Goal: Identify what “Make It Easy” looks like for you — and bring more of that into how you show up every day.

Think of a time when collaboration felt smooth — when you and your team achieved an objective easily, even if challenges came up.

It could be at PMI, in your chapter, or in another project or volunteer experience.

Reflect on what made things work. What created that sense of ease or flow? Use these prompts to guide you:

- What specific behaviors helped remove complexity or confusion?
- How did people communicate clearly or make quick progress?

- What did leaders or teammates do that simplified decisions or kept focus?
- How were barriers removed, how was support provided?

Write down what worked and set one intention to apply a similar approach in your current work or volunteer collaboration.



Group exercise

Check in, check up.

Goal: Explore what makes collaboration easier and agree on simple ways to improve how we work together.

When we collaborate, we each have different needs and expectations. This activity helps teams align on what’s working, identify friction points, and decide how to make collaboration simpler.

Step 1: Individual reflection
Take turns answering:

- My top priority in our work together is...
- One thing I appreciate about how we work together is...
- One thing that would make collaboration easier is...

Step 2: Group discussion

Once everyone shares:

- What did we learn that was new?
- What similarities or differences did we notice?
- What can we simplify, stop doing, or do differently to make things easier?

Step 3: Act

Agree on one small change that will help your group “Make It Easy”—whether it’s how you run meetings, share updates, or make decisions.

Document the action and revisit it in your next check-in.

Make It Easy

Collective and group practices



Collective practice exercise

Simplify to amplify

Goal: Help teams identify unnecessary complexity and find small, practical ways to simplify how they collaborate and deliver value.

Gather your team and reflect on how you currently work together—meetings, communications, decision-making, or processes.

Focus on reducing friction so everyone can focus on impact.

Spot the barriers:

- What slows us down or makes collaboration harder?

Prioritize improvements:

- Which of these barriers, if removed, would make the biggest positive difference?

Redesign together

Brainstorm one simple change or new approach to test over the next month.

Review and share

After testing, reflect on how the change helped and what could be improved further.



Culture Activators that reinforce the value



Rituals

Encourage brief “what to stop or simplify” discussions in regular meetings to keep work efficient and aligned with purpose.



Heroes

Recognize those who make collaboration smoother—people who remove obstacles, clarify processes, or help others work more effectively.



Storytelling

Share examples where simplification made a clear difference—for instance, when a team streamlined a process or improved communication flow.



Systems

Regularly review workflows or requirements to ensure they remain practical and relevant. Encourage feedback loops so improvements become part of how work evolves.



Aim Higher

We set the standard in top quality work to create the greatest impact for the PMI community.

We lead the way by thinking long-term and acting in the short-term.

We fearlessly take ownership of what we do, knowing every action counts.

Behaviors:

- I consistently deliver excellent experiences and work and am always seeking ways to do better.
- I stay on top of industry trends and use these insights to drive even higher quality in what I do.
- I act quickly and sustainably, and take smart risks, while being mindful of the long-term impact.
- I am self-aware and regularly seek out feedback, welcoming it as a route to personal growth.
- I have a bias for action and take responsibility for the outcome.
- I act ethically and with integrity, always following through on my commitments and trusting others to do the same.

Aim Higher

Individual and group exercises



Self-reflection

Learn from your hero

Goal: Learn from role models who set a high standard — and turn their example into inspiration for your own growth.

Think of a situation where you want to Aim Higher—it could be a project, a goal, or a recurring challenge.

Now choose someone you admire who consistently demonstrates excellence or ownership. It could be a colleague, a volunteer leader, or even a public figure who represents the behaviors of Aim Higher.

Visualize this person and ask yourself:

- How would this person approach or solve the situation?
- What qualities or behaviors make them effective?
- How can I adapt their approach to my own work or volunteer context?

Write down two or three actions or mindsets you can apply in your own context.



Group exercise

D.A.R.I. - Defining ownership together

Goal: To build shared understanding and simplify how we work together.

An important part of our Aim Higher Value is “we fearlessly take ownership of what we do”. but great ownership depends on clarity.

The D.A.R.I. framework helps teams define who is responsible for what, so everyone can focus on delivering quality work without confusion.

Step 1: Map roles for your current project or goal.

Discuss as a team who serves as:

- Deciders – make final calls and own the outcomes.
- Advisors – give input and share expertise before decisions are made.
- Recommenders – explore options, conduct analysis, or draft recommendations.
- Implementers – carry out the decisions and make them real.

Step 2: Reflect together.

Are ownership roles clear to everyone?
Are any gaps or overlaps slowing us down?
What can we simplify or adjust to improve flow and accountability?

Step 3: Apply and review.

Use D.A.R.I. during project kick-offs, chapter initiatives, or departmental planning.

Revisit roles as projects evolve—clarity helps everyone Aim Higher together.

Aim Higher

Collective and group practices



Collective practice exercise

Learning from excellence

Goal: Encourage teams to identify what “excellent” looks like in their work and use those insights to raise the standard collectively.

Invite participants to reflect on a recent success—a project, event, or task that went particularly well.

Discuss what made it successful, focusing on both the process and the behaviors that contributed.

Identify a success:

- What outcome or experience are you most proud of?

Analyze why it worked:

- What actions, decisions, or mindsets helped achieve that quality?
- How did collaboration or preparation play a role?

Define the learning:

- What practices could we repeat or share with others?
- What small step could make our next effort even better?

Commit:

- Each person identifies one action to help the team “aim higher” in future work.



Culture Activators that reinforce the value



Rituals

Hold short reflections after key milestones to celebrate achievements and discuss how to improve next time. Encourage sharing what went well and what can be refined.



Heroes

Acknowledge individuals or teams who deliver high-quality work through collaboration, integrity, and continuous improvement—not just results, but how they were achieved.



Storytelling

Share stories of excellence and growth—for example, when a project succeeded because of perseverance, preparation, or smart risk-taking.



Systems

Encourage continuous learning by connecting professional development goals with team objectives and recognizing those who turn training or feedback into action.



Be Welcoming

We create genuine belonging for all, because our differences make us stronger.

We act with humanity, showing care, empathy and respect for others' needs.

We assume good intent and seek to understand, not judge.

Behaviors:

- I speak out when there are instances of disrespect, bias, or discrimination.
- I create safe, supportive and respectful environments where we can all voice our needs, and every voice is heard.
- I am mindful of my own biases and background.
- I take time to understand others' unique backgrounds, needs, experiences and perspectives.
- I empathize with others, see the best in them and find opportunities for us to succeed in partnership.
- I prioritize my own wellness and mental health, and make space for others to do the same.

Be Welcoming

Individual and group exercises



Self-reflection

Me and my shadow.

Goal: Build awareness of how you show up—and take intentional steps to create belonging around you.

Take a moment to reflect on how your actions and words shape the sense of belonging for others.

Imagine someone followed you for a day, observing your behavior, tone, and interactions during meetings, messages, or daily collaboration.

Ask yourself:

- What moments would they see you demonstrating Be Welcoming?
- Were there any situations where you could have shown more care, patience, or empathy?
- How might your behavior have made others feel included, respected, or perhaps overlooked?

Now, think ahead:

What is one practical action you could take next week to make others feel more welcome? (For example: invite quieter voices to speak, check in on someone's workload, or start a meeting with a simple connection question.)



Group exercise

Heard, seen, respected.

Goal: Use empathy and open conversation to design inclusion—ensuring every voice is valued in how you work together.

One of the most powerful ways to Be Welcoming is to make sure everyone feels heard, seen, and respected.

This exercise helps your team or group identify what each person needs to feel included—use those insights to shape how you collaborate.

Step 1: Individual reflection

Ask everyone to complete the statements below:

- To feel heard, I need...
- To feel seen, I need...
- To feel respected, I need...

Encourage detailed and action-oriented answers. (For example: “To feel heard, I need people to pause before responding” or “To feel respected, I need my contributions acknowledged.”)

Step 2: Sharing and listening

Invite each person to share only what they're comfortable with.

Listen without interruption, judgment, or debate. Capture common needs and unique perspectives—both matter.

Step 3: Create agreements

As a group, decide how to support these needs in your collaboration.

- Turn the shared ideas into a few community agreements that everyone commits to.
- Revisit them regularly to check progress and update as your team evolves.

Read further in this Culture Guidebook for more information on how to create community agreements.

Be Welcoming

Collective and group practices



Collective practice exercise

Circles of understanding

Goal: Strengthen empathy and inclusion by creating space for Team Members, Volunteers, or colleagues to share perspectives and experiences in a safe, respectful way.

In small groups, invite participants to share experiences that shaped how they view collaboration, communication, or belonging within PMI.

The purpose is not to debate or fix, but to listen and understand.

Create space:

- Remind everyone the goal is empathy, not agreement.
- Encourage confidentiality and respect for all voices.

Share experiences:

Each person briefly shares one story or example of when they felt welcomed—or when they didn't.

Reflect together:

- What patterns or insights do we notice?
- How can we apply these learnings to make our environment more welcoming?

Commit:

As a group, identify one small action you'll take to make others feel more included in future interactions.



Culture Activators that reinforce the value



Rituals

Include regular team or chapter check-ins focused on well-being and connection. Small gestures like opening meetings by asking how people are doing or celebrating personal milestones foster genuine belonging.



Heroes

Recognize those who make others feel seen and respected, who bring quieter voices into discussions, or who promote fairness and inclusion in decisions.



Storytelling

Encourage sharing of experiences that highlight empathy, respect, and inclusion—especially those that reveal learning moments. Use events, newsletters, or online spaces to amplify these voices.



Systems

Consider how processes, communications, or decision-making can be more inclusive. For example, rotating meeting times, using accessible language, or ensuring broad representation in projects or leadership opportunities.



Embrace Curiosity

We are always seeking ways to better serve the PMI community.

We see challenges as opportunities to innovate and take them.

We feel able to fail fast in order to get it right.

Behaviors:

- I think critically and suggest solutions that could better meet the needs of the PMI community.
- I look beyond PMI to find new ways to create value and improve.
- I take the initiative and responsibility for solving the problems I face.
- I stay open-minded, inquisitive and embrace opportunities to change.
- I create an environment where it's safe to experiment and share mistakes as a route to improving.
- I am constantly learning from others and recognize that there is always more than one possible 'right' path forward.

Embrace Curiosity

Individual and group exercises



Self-reflection I'm curious about...

Goal: To practice open-minded thinking by replacing quick judgments with curiosity, turning challenges into opportunities to learn and innovate.

Curiosity fuels innovation and helps us discover better ways to serve PMI's community. An important part of our Embrace Curiosity Value is the behavior: "Recognize that there is always more than one possible 'right' path forward."

This week, try bringing curiosity into situations where you might usually decide quickly—especially when your instinct is to say no or that won't work. Instead, pause and explore the idea with curiosity:

- Imagine someone suggests something new that feels uncertain or risky. Instead of saying "No, that's not possible," switch your language to:
- "I'm curious about..." or "I'm wondering how we could..."

Examples include:

- I'm curious about why you suggest that—tell me more?
- I'm curious about how we could make that work within our timeframe?
- I'm curious about what impacts that could have?

Experiment with language that feels natural to you—"Let's explore" or "I'm wondering how"—anything that opens possibilities.

This small switch in language will maintain energy in your discussions, ensure everyone feels valued and will help you reach more innovative solutions.

Afterward, reflect on what you learned from trying this approach and share one insight with a colleague or volunteer.



Group exercise So, you don't have to...

Goal: To normalize learning through experimentation and shared reflection, creating a safe space where curiosity drives continuous improvement.

Curiosity grows when we learn from experimentation—both what worked and what didn't.

This quick group activity builds continuous improvement into your team or volunteer work, while fostering psychological safety through the behavior "Create an environment where it's safe to experiment and share mistakes as a route to improving."

Each person takes a turn saying: "So you don't have to, this week I learned..." and shares from one of these categories:

- A mistake and what I learned from it
- An experiment I undertook and its result
- Something I learned from another team or person in PMI

After each share, the group celebrates the person's openness and learning. Choose what feels comfortable—a thank you, a cheer, a round of applause, or even a supportive emoji if done virtually.

The key is to honor the courage to share and the curiosity to grow.

It can be helpful for team or chapter leaders to go first to model vulnerability and set the tone.

Make this a recurring practice in meetings—it keeps curiosity alive and makes learning part of your culture.

Embrace Curiosity

Collective and group practices



Collective practice exercise

Curiosity labs

Goal: Encourage teams to experiment safely, explore new perspectives, and learn collectively by transforming questions into small, testable actions.

In small groups, choose a real challenge, idea, or recurring problem in your team or chapter.

Use curiosity to explore new approaches through quick, low-risk experiments.

Define the question:

- “What if we tried...?”
- “How might we make this easier/faster/better for members or volunteers?”

Design the experiment:

- Choose one small action to test within the next two weeks.
- Decide how you’ll know if it works (what to observe, measure, or notice).

Try and learn:

- Run the experiment.
- Afterward, discuss what worked, what didn’t, and what insights you gained.

Share your learning:

- Post results on your internal channels, volunteer networks, or meetings.
- Celebrate the curiosity that led to progress—not just success.

Discuss:

- What helped us feel safe to experiment?
- What questions surfaced that we should explore next?
- How can we make curiosity part of our regular rhythm?



Culture Activators that reinforce the value



Rituals

Include short “learning reflections” at the end of meetings or projects to capture insights and questions for next time. Run retrospectives with teams, volunteers, or members and don’t just rely on surveys—encourage open dialogue and shared learning.



Heroes

Acknowledge those who explore new approaches, share what they learned, or help others grow through experimentation. Add innovation as a key element when recognizing volunteers or partners who drive improvement through curiosity.



Storytelling

Organize periodic sessions or events where teams share lessons learned—celebrating both successes and failures. Use these moments to inspire others and normalize learning through experimentation.



Systems

Encourage curiosity within existing processes by allowing space to test ideas and share what’s learned. Chapters might explore small pilots before broader adoption, while PMI teams can integrate short reflection moments during projects to capture insights and apply them to future work.

Together We Can

We build deep, trusting relationships that help us work towards our mission together.

We use our shared purpose to unite us as a community and drive us forward to create impact.

We act in alignment with our global goals, while being empowered to deliver locally.

Behaviors:

- I build personal relationships that last, not just connections.
- I listen to understand and find ways to collaborate on solutions.
- I celebrate successes and learnings, so we can all grow and move forward faster.
- I support those around me, knowing that I can only succeed if we all succeed.
- I give freedom within a clear framework, offering meaningful empowerment.
- I consider the impact of my actions on all members of the PMI community and act to create the best overall outcome in service of our mission.



Together We Can

Individual and group exercises



Self-reflection

Me, we, them, us...

Goal: To strengthen awareness of how individual decisions impact others and align local actions with PMI's shared global goals.

The decisions you make at PMI will impact others in our community. It's important you embody our behavior: "act in alignment with our global goals, while being empowered to deliver locally".

Me

- What impact does this decision have on you and your role, both short-term and long-term?
- How can you maximize the positive impacts of your decision?

Them

- How will other departments, teams, regions or chapters be impacted?
- How can you make sure they understand the impacts and feel supported?

We

Use the lens of Me, We, Them, Us to reflect on the ripple effects of your decisions and how to engage those who may be impacted.

- How does this decision impact you immediate group or team?
- How could you engage them to make sure the impacts are well understood?

Us

- Think about the entire PMI ecosystem.
- How could your decision impact our community, relationships and reputation?
 - Who else should be informed or involved to ensure alignment with PMI's shared goals and values?



Group exercise

In 6 months, we...

Goal: To build collective accountability and unity by envisioning and planning for shared team strengths over time.

As a group, imagine the time is 6 months from now.

What strengths do you want your team or community to have built together?

They could include things like trust, collaboration, reliability, or collective achievement.

Discuss and agree on three key strengths you'd like to see developed.

Then ask the group: "What do we need to start doing now to make this a reality in 6 months?"

Brainstorm ideas together and turn your chosen priorities into an action plan.

Be sure to check in regularly on your progress and hold each other accountable, celebrating milestones along the way.

This exercise encourages long-term thinking, shared ownership, and collaboration, helping teams act with unity and purpose.

Together We Can Collective and group practices



Collective practice exercise Mapping collaboration

Goal: Strengthen awareness of how our actions impact others and reinforce collective alignment across PMI.

Instructions:

In small groups, draw a simple collaboration map with three concentric circles:

- Inner circle: your immediate team or chapter.
- Middle circle: other PMI teams, departments, or chapters you interact with.
- Outer circle: partners, volunteers, or members indirectly impacted by your work.

Discuss:

- Where are our strongest collaborations?
- Where do we have opportunities to connect more deeply?
- Who else could we include to strengthen future projects?

Identify one action to strengthen a collaboration in the middle or outer circle.

Display the maps together to see how interdependent the community is—it visually reinforces Together We Can.



Culture Activators that reinforce the value



Rituals

Create regular moments for collaboration—brief team check-ins, shared milestone celebrations, or short “learning from each other” sessions. These consistent practices build trust and make teamwork part of how we work, not just what we do.



Heroes

Recognize people or groups who make collaboration easier—those who support other teams, solve problems together, or share resources that benefit others. Highlighting these examples reminds everyone that success is collective.



Storytelling

Share stories that show the power of working together—when regions partnered to solve challenges or when volunteers and staff created stronger results.



Systems

Make collaboration visible and measurable in how you plan and recognize work by setting shared objectives, inviting input from other teams, or celebrating cross-team results. Embedding this mindset ensures collaboration becomes part of daily systems.

Creating our community agreements

EXPECTATION



I expect to be able to check my phone in meetings



I expect everyone not to use their phone

AGREEMENT



We agree to a 5-minute break every 45 minutes to check phones & stretch

Why they matter

Community agreements help turn unspoken expectations into shared behaviors that strengthen collaboration and reduce friction. Most misunderstandings come not from bad intent, but from expectations that were never discussed.

Agreements help us move from assumptions to alignment.

How to create them

- Start by reviewing the idea of “Expectations vs. Agreements.”
- Identify key areas (e.g., meetings, communication, decision-making).
- Share personal expectations openly.
- Discuss and align on agreements.
- Agree on how to stay accountable and revisit agreements when needed.

Ripple Commitments 2.0

Be the ripple, share the ripple

Our actions still create ripples—but now, each one connects us. By sharing how we live our Culture Values & Behaviors through rituals, recognition, and storytelling, we inspire others and strengthen PMI's culture across the world.

Originally launched to encourage personal reflection, Ripple Commitments helped each of us take personal ownership by choosing one value or behavior to live more intentional and has now evolved to connect and amplify our actions across PMI.

Now, Ripple Commitments 2.0 moves us from me to we — from individual action to collective amplification. Every time you share a story, ritual, or practice that reflects our values, you create new ripples that reach further across our global community.

Every contribution to the Culture & Rituals Library adds to PMI's ripple effect—amplifying culture through connection.

- 1 Find your ripple**
Think about a story, ritual, or practice that shows how you or your chapter are living PMI's Culture Values.
- 2 Share your ripple**
Add it to the Culture & Rituals Library (link or QR). Include what worked, who was involved, and which values it represents.
- 3 Grow the ripple:**
Encourage others to replicate or adapt your idea—or highlight someone else's ripple that inspired you.
- 4 Celebrate the ripple effect:**
Recognize contributions that embody PMI's culture through storytelling, social posts, or shout-outs in meetings.



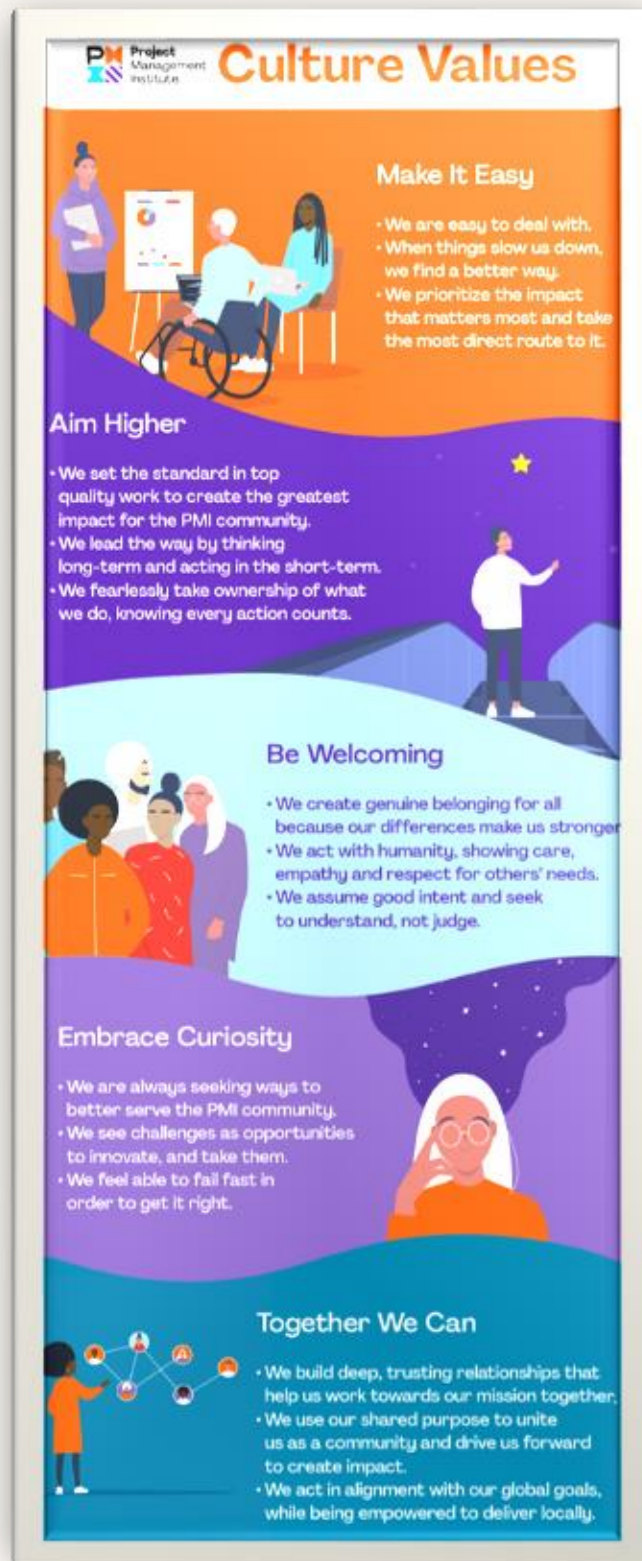
[CLICK HERE](#)

Download the Ripple Badge as a reminder to live and share our values

Helpful resources for Volunteers and Team Members

Some of the available resources:

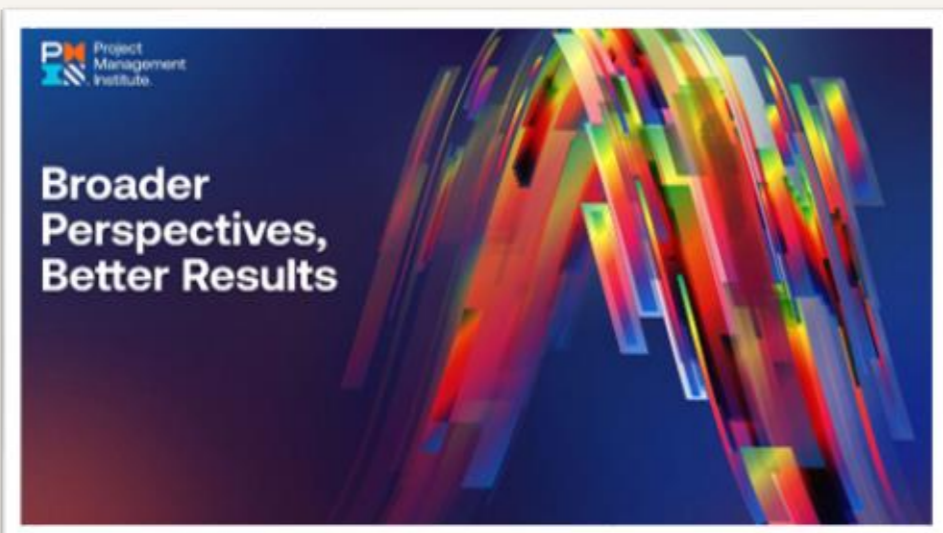
Infographic



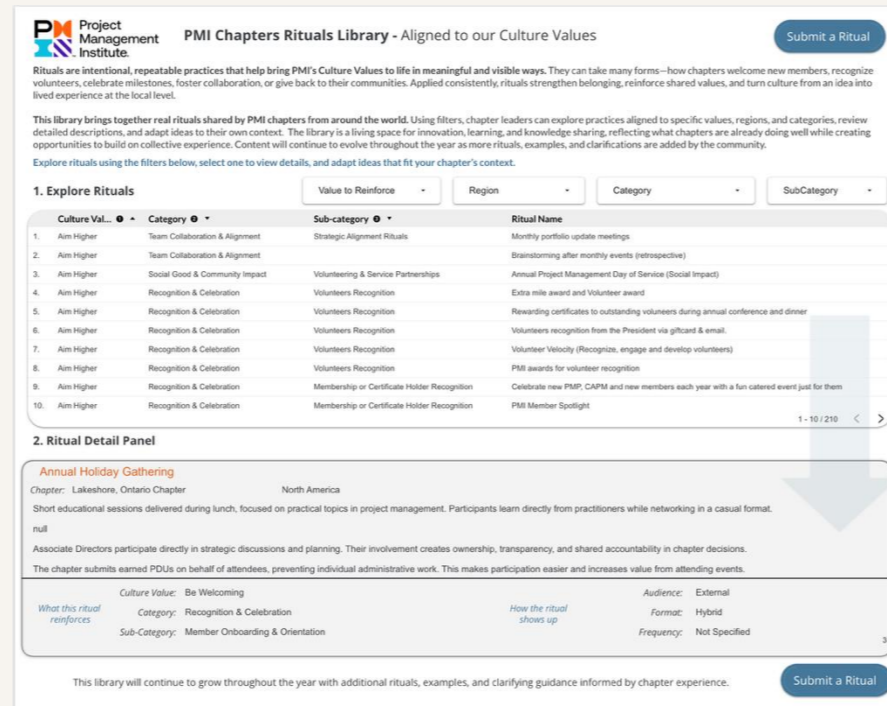
Culture Values & Behaviors Presentations (in 23 languages)



Report - Broader Perspectives, Stronger Outcomes



Culture & Rituals Library



Culture & Diversity Playbooks (Chapters and Professionals)



Coming soon:

- Chapter and Global Awards Alignment Guidebook
- Conflict Management & Healthy Interactions Guidebook

Resources for PMI Volunteers

- Visit our PMI Culture & Diversity Volunteer Hub within [PMInsight](#)
- Reach out to one of our [Culture & Diversity Ambassadors](#), Culture & Diversity Advisory Team, Chapter Engagement or Volunteer Engagement Liaison
- Contact the Culture & Diversity Team directly at culture@pmi.org

Resources for PMI Team Members

- Visit the Culture & Diversity Page Team page on the [intranet](#)
- Reach out to one of our [Culture & Diversity Champions](#) or your manager
- Contact the Culture & Diversity Team directly at culture@pmi.org