

# Building Enterprise Agility from the Ground Up

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PMI Culture Value: Embrace Curiosity

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# Content and Innovation Platforms

Shaping the Future of the Profession

M.O.R.E. Together

Gigaprojects

AI

Agile

PMOs



Sustainability

Change Management

Product Management

Social Impact

## Agile

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We champion modern, human-centered Agile practices beyond software development, advancing Enterprise Agility in an AI-accelerated world.

## AI

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We lead the AI transformation of project management and the project management of AI transformations.

## Sustainability

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We lead the integration of sustainability and regeneration practices into all projects. We lead the project management of the global transition to a more sustainable world.

## Social Impact

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We advance opportunities for youth and strengthen nonprofit organizations through education and partnerships.

## Gigaprojects

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We lead large-scale project delivery, connecting leaders, ideas, and solutions to help the world's biggest projects achieve stronger outcomes, better governance, and greater long-term impact.

## PMOs

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We exist to elevate PMO professionals worldwide and advance the evolution of PMO practice.

## Change Management

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We empower professionals to lead change projects that drive meaningful transformation and impact.

## Product Management

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We bridge project and product disciplines to help professionals deliver greater value from idea to impact.

## Agile

**Practitioner created body of knowledge- Agile Manifesto** shaped by a global, practitioner-driven community and grounded in real-world experience.

Community, certifications, and events: Professional growth through **Agile certifications such as PMI-ACP®**, **learning resources**, and **practitioner-centric global and regional events that share what works in practice**.

Closing the gap between **practitioners and enterprise leaders**, **providing credible practitioner insight enterprises can adapt across teams, products, and organizations**.

## Social Impact

**Applying project management skills and skill-based volunteerism to make a difference in communities.** Social Impact Programs (SIPs) exist to connect project management expertise, volunteers, and resources with real-world needs:

**PMIEF** educates and inspires the next generation by equipping youth with project management skills focusing on UNSDG 4: Quality Education.

**PMWB** empowers and scales impact by connecting skilled project managers with nonprofits and NGOs to build organizational capacity to amplify mission-driven outcomes."

## AI

The leading certification for managing AI projects: **PMI-CPMAI™**

Your AI-powered project coach: **PMI Infinity™**

**eLearning, Thought Leadership, AI standard, AI Today podcast, and Practice Guides** to build knowledge and confidence for navigating the AI disruption.

**A community of practitioners sharing their expertise and experience.**

## Gigaprojects

**Gigaprojects are the world's most ambitious undertakings**, and its most consistent failures. 72% exceed budgets. 73% face delays. \$127M wasted per \$1B spent. The trillion-dollar industry urgently needs standardised, globally recognised competency.

**PMI-CP credentials**, practical delivery research, and **a powerful network of leaders and partners is driving the shift to consistent, high-performance construction outcomes worldwide**. As part of the Gigaprojects environment, PMI-CP addresses the key issues by listening to the industry and providing a solution.

## Sustainability

**Sustainability is the higher predictor of project success.** However, less than 5% of projects considers all dimensions (social, environmental, and economic) PMI-GPM offers:

The methodology to deliver social, environmental and economic value in every project: **P5 Standards™**, **Practice Guide™**, **Competence Standard™ and Sustainability Reporting Guide™**

The leading certification: **Certified Sustainable Project Professional, CSPP™**

**An elite community of professionals closing the sustainability talent gap and promoting regenerative change** (events, Thought Leadership, recognition)

## PMOs

**PMI-PMOCP™** : The leading certification for managing **PMO leaders**

**PMO Practice Guide:** Reference for PMO leaders and professionals seeking to strengthen their PMO's impact and value

**Learning experiences:** PMO Masterclass.

**Thought leadership:** PMO Global Survey Report.

**Events :** virtual and in person PMO events.

**Community:** online community platform and volunteering opportunities.

**Recognition:** PMI PMO of the Year.

# Learning Objectives



## **Awareness**

Connect enterprise-agility behaviors to their own chapter reality



## **Replicate**

Facilitate a similar "agility lab" within their chapters



## **Practice**

Apply agile behaviors to a real challenge



## **Action**

Make at least one immediate change to how they lead

# Key Takeaways

- Enterprise agility is a leadership capability, not a transformation initiative
- The Manifesto for Enterprise Agility applies at every scale—including chapters
- Small leadership shifts can unlock disproportionate value
- Learning comes from experiments, not perfect plans
- One action this week can change how your chapter creates value

# Why Now

The age of accelerated change and frequent disruption

93%

Majority of CEOs say they must rethink and challenge assumptions of their operating models, or business approaches, at least every five years

72%

AI and automation  
as a top driver

35%

Strategy-execution gap is  
#1 challenge

34%

Continuously  
upgrading talent to be  
future-ready is #2  
challenge

PMI CEO Survey, 2025

# Why Now

The age of accelerated change and frequent disruption

## Organizations need to transform at speed

### Business-model reinvention became a matter of growth

~4 in 10 CEOs entered at least 1 new sector in the past 5 years;  
30% say those moves are now >20% of revenue  
*(PwC)*

### Volatility has become the new baseline

Markets are facing persistent uncertainty from changes in trade, policies, and fast AI progress and accessibility  
*(WEF)*

### Avoiding new enterprise debt requires strong integration

CEOs to double AI investments over 2 years; 50% admit the rush to implement AI created disconnected tech  
*(IBM CEO study)*

### The teams feel the pressure

80% of leaders and employees report a lack of time or energy to do their work  
*(Microsoft)*

### Leadership models are shifting

New generation of leaders require shifting from hierarchy to co-creation, from individual authority to shared agency, and from short-term results to long-term impact  
*(WEF)*

### Leaders hire for AI & adaptability

38% of global C-suite prioritize “agility” for entry-level candidates  
By 2030, 70% of the skills used in most jobs will change, with AI as a catalyst  
*(LinkedIn)*

“ The question is no longer:  
What is our plan?  
It is: Are we built for change?”

Manifesto for Enterprise Agility

# Manifesto for Enterprise Agility

## VALUES OF ENTERPRISE AGILITY



*Clear purpose realized through adaptive plans*

Guiding with purpose and adjusting along the way outweighs over-planning and the illusion of control.



*Shared enterprise outcomes over functional optimization*

Prioritizing long-term goals and cross-enterprise collaboration outweighs optimizing for short-term, departmental KPIs.



*Continuous reinvention over preservation*

Boldly challenging established operating models and innovation outweighs structural inertia and preservation of the status quo.



*Human centrality amidst change*

Continuous learning, developing resilience, enabling autonomy, and leading with empathy and trust outweigh leading change by process only.



# Enterprise Agility Principles

## Leadership

Create clarity of purpose and align on enterprise outcomes

Expand agility across partners and ecosystems

Embrace technology and distributed talent

## Organizational Design

Govern with clear guardrails, not gatekeepers

Fund purpose and intent, not execution activity

Design for adaptability, not just efficiency

## Execution

Move authority and decision-making to where value is created

Deliver value frequently and make work visible

Sense early, learn quickly, act with confidence

# Enterprise Agility “in Chapter Terms”

# Leadership Behaviors

<i>Behavior</i>	<i>What it looks like in your chapter</i>
<b>Clarity</b>	<b>Clear purpose realized through adaptive plans</b> <i>What value are we trying to create for members/volunteers?</i>
<b>Transparency</b>	<b>Deliver value frequently and make work visible</b> <i>What's in flight, who owns what, what's blocked?</i>
<b>Distributed decisions</b>	<b>Move authority and decision-making to where value is created</b> <i>Which decisions can move closer to the work?</i>
<b>Learning fast</b>	<b>Sense early, learn quickly, act with confidence</b> <i>Short experiments, inspect/adapt</i>
<b>Ownership</b>	<b>Human centricity amidst change + Shared enterprise outcomes</b> <i>Volunteers have agency, not just tasks</i>

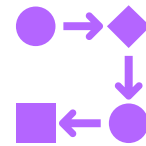
**These example behaviors reflect the Manifesto for Enterprise Agility values and principles in action.**

# Potential barriers

These barriers can emerge when Manifesto values aren't consistently practiced.



**Slow decisions**



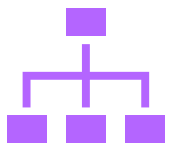
**Fuzzy  
accountability**



**Unclear priorities**



**Progress that's hard to  
track**



**Siloed committees**

# Workshop: The Chapter Agility Lab

# The Chapter Agility Lab

## Purpose

Apply enterprise agility behaviors to a real challenge your chapter is facing right now, using the Manifesto for Enterprise Agility values and principles.

## Core Question

Where is your chapter leaving value on the table, and what is one thing you could change this week to move closer to it?

## Expected Outcomes

- A reframed version of your selected challenge
- A set of small but high-leverage changes
- A renewed confidence in applying enterprise-agile thinking to volunteer leadership

# Agile Lab Prompts to guide your group

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## Clarity

What value does this create for members or volunteers—and are we doing it on purpose, not by habit?

## Transparency

Can the board see what's in flight, who owns it, and what's blocked? Where does information stall?

## Distributed decisions

Which decisions can move closer to the work? Where are volunteers waiting for permission they don't need?

## Learning fast

What's the smallest test we can run in 30 days? What would show us it's working?

## Ownership

Do volunteers feel safe improving how work gets done—or are they told what to do instead of trusted?

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# Part 1: Choose Your Challenge

1. As a group, select one live challenge your chapter is currently facing (e.g., program revitalization, volunteer onboarding, member engagement, governance clarity)

5 min

## Part 2: Map friction points using enterprise agility values and principles

1. Where is decision-making slow?
2. Where is transparency missing?
3. Where does clarity of purpose break down?
4. Where could volunteers be empowered?

5 min

# Part 3: Re-design the approach

1. One step to increase clarity
2. One step to improve transparency or flow of information
3. Choose one decision that doesn't need to be made by leadership, and empower the volunteer team closest to the activity to make it instead
4. One experiment to deliver value sooner, at smaller scale

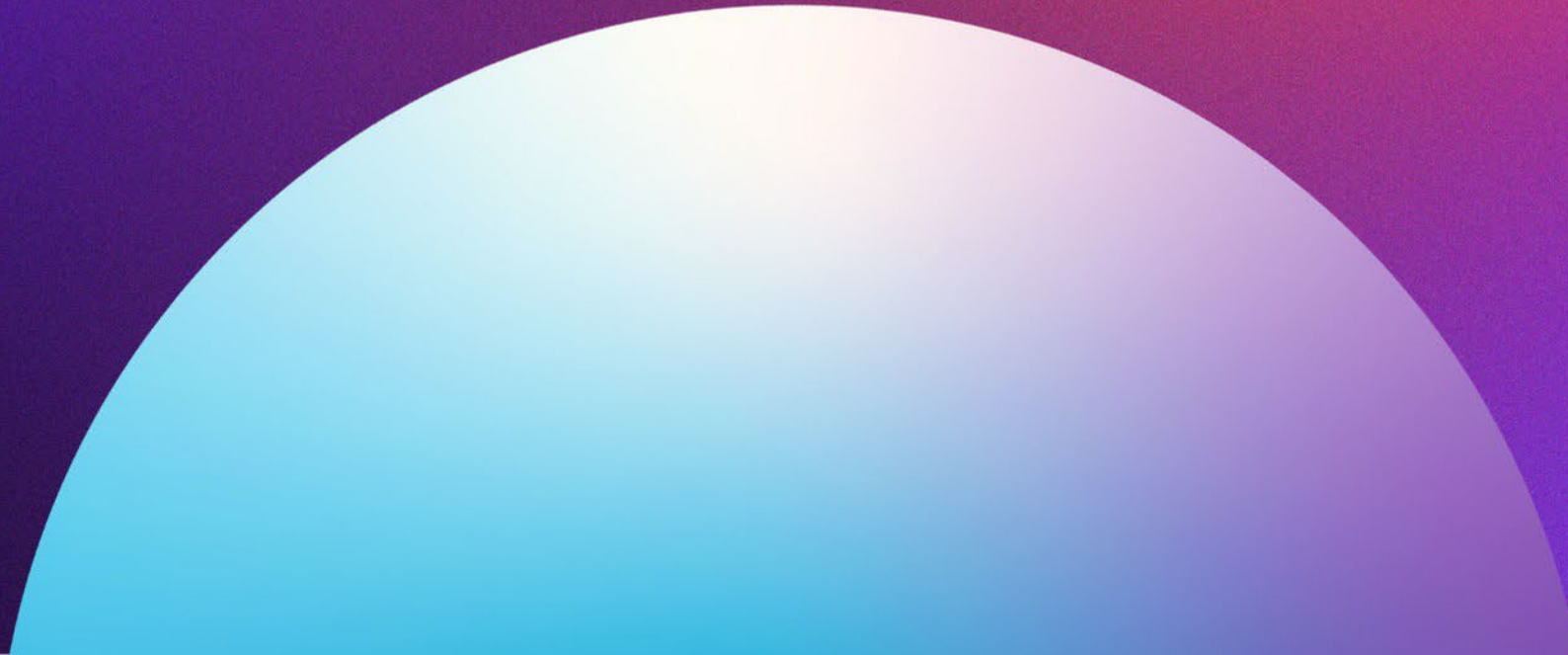
10 min

## Part 4: Share Back

1. Prepare a one-minute "Agility Shift" to share with the room
2. Cover the challenge you worked on, the friction you found, and the shift you would make

5 min

# Wrap Up



# Takeaway

**This is how the Manifesto for Enterprise Agility shows up in everyday chapter leadership. *A few Manifesto-aligned questions to try this week:***

**Clarity:** Are we clear on the value we are creating for members and volunteers?

**Transparency:** Can everyone see the work, the owners, and the blockers?

**Distributed Decisions:** Are decisions being made as close to the work as possible?

**Learning:** What did we learn last cycle? What will we try next?

**Ownership:** Do volunteers have agency or just assignments?

**Your first step in 72 hours:** Pick one meeting this week, ask one question from this list, and notice what happens.

# Thank you!

## *Let's continue the conversation!*



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# Thank You!

*Questions?*