

# PMI France Chapter Development Journey

*A story of Vision, Engagement & Leadership*

2 May 2026 | 9:00 – 10:00

PMI Culture Value: Together We Can

**Lamia Moussaoui**

France Chapter | Marketing & Communication

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- This presentation is for registered attendees of Europe LIM 2026.

# Learning Objectives

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

- Be inspired by a Chapter development journey
- Get back home with operable keys to share with their fellow Volunteers
- Capitalize on concrete examples of initiatives and lessons learned

# Who am I ?

- **Principal at MERCER** (a MARSH Company – Worldwide Investment, HR, Risk Consulting & Insurance Firm)
- **Professor & Coach in Project Management for Business & Engineering School** (o/w PMP/ACP certification)
- **Proud PMI Volunteer for the last 19 years** (currently Marketing & Communication)
- **Seasoned Subject Matter Expert in Strategic Steering & Organizational Change & PM Professional** for more than 20 years
- **Value Management & Human-Centered Designed Practices Specialist & Coach**
- **Thought Leader, Conference Speaker & Podcaster in Strategic Steering & Organizational Change**
- **Ambassador & Sponsor of Key PMI Initiatives** (PMI France x AI, Construction)



**Lamia  
MOUSSAOUI**

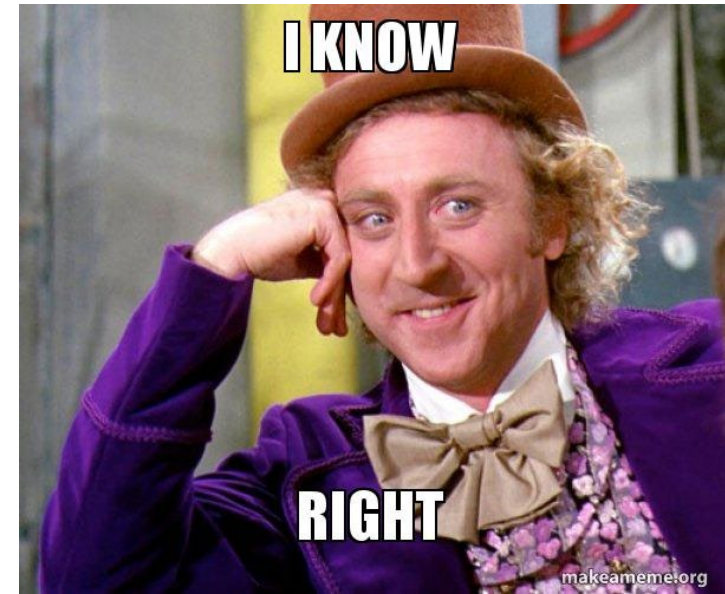


# Question

Raise your hand if you have been a volunteer for

- Less than 2 years ?
- 2 to 5 years ?
- 6 to 10 years ?
- More than 10 years ?

And yet,  
You still love your Family  
and your  
Free Time,  
right ?



**“They did not know it was  
impossible, so they did it”**

*Mark Twain*

# The magic of volunteering

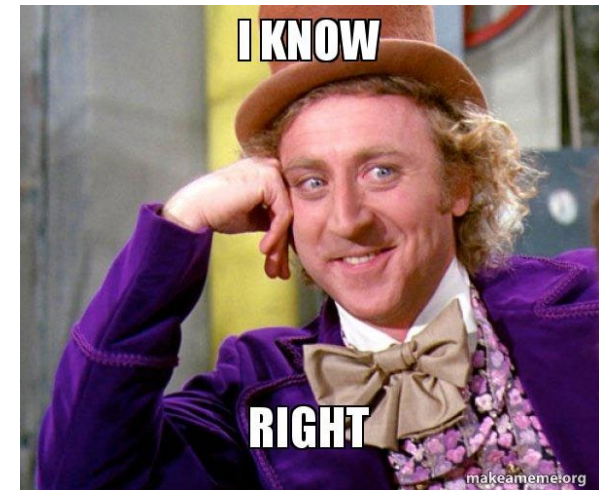
Every single volunteer has a funny story about how he/she joined PMI as a volunteer

## 19 years ago

- I saw the flyer of an PMI France event at the printing machine of my business school in my 1<sup>st</sup> year
- Topic of the event : Tips to crash a project
- First reaction – “Is it a joke ?”
- I ended up attending to see if it was a joke (out of curiosity) ...
- ... I Met my new extra-professional family (even though I was not aware of it the moment I entered the room) ...
- ... Never left since (even though I spent 6 years as VP)



**And yet,  
You still love  
your Family and  
your  
Free Time,  
right ?**



In 2025,  
PMI France Chapter  
celebrated its 30 years of existence  
serving & animating  
PM Professionals Community



Project  
Management  
Institute®  
France



# Who are we at PMI France Chapter ?

Mission, Target Audience & Provided Benefits



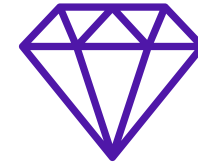
## Our Mission

Elevate our World by proposing Added Value to our Community to help maximize project success



## Who we serve ?

Current and Future PM Professionals  
Private & Public Organizations  
*(enterprises, academia, institutions)*



## Benefits

Upskilling & Reskilling Individuals & Organizations  
  
Foster business & networking opportunities for our Community

# PMI France – Key Figures



## People & Events

- + 8 300** PMI members in France
- + 10 000** PMI certified
- + 130** Events organized
- 59 %** In-Person
- + 13 600** Cumulated registrations



Les Rencontres du PMI – Signature Event  
**+ 620** participants



PIAF – Dedicated Event for Agility  
**+ 340** participants



Questions for a PM – Annual competition  
**+ 250** participants

## Media

### Website

- +110 000** Visits / year
- +335 000** Viewed pages / year

### Mailings

- +32** Mailing operations / month
- +126 000** Cumulated recipients

### Newsletter

- +25 000** Mailing subscribers
- +9 600** LinkedIn subscribers

### Social Media

- +17 800** Followers
- +2 400** Followers
- +1 000** Followers
- + 450** Followers

**+ NEW – Press Exposure**

**NEW MEMBERSHIP**

Activated in Feb 2026

# How we animate our Community ?

Mission, Target Audience & Provided Benefits



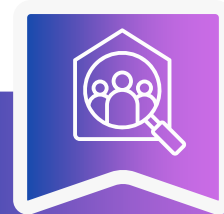
**National & Local Events**  
**In-Person, Online, Hybrid**  
Learning  
Networking  
Experience Feedback



**Supporting PM Professionals Development**  
Mentoring  
Knowledge Base  
(The PM Hive)  
Dedicated coaching  
(Oratio)  
Volunteering positions



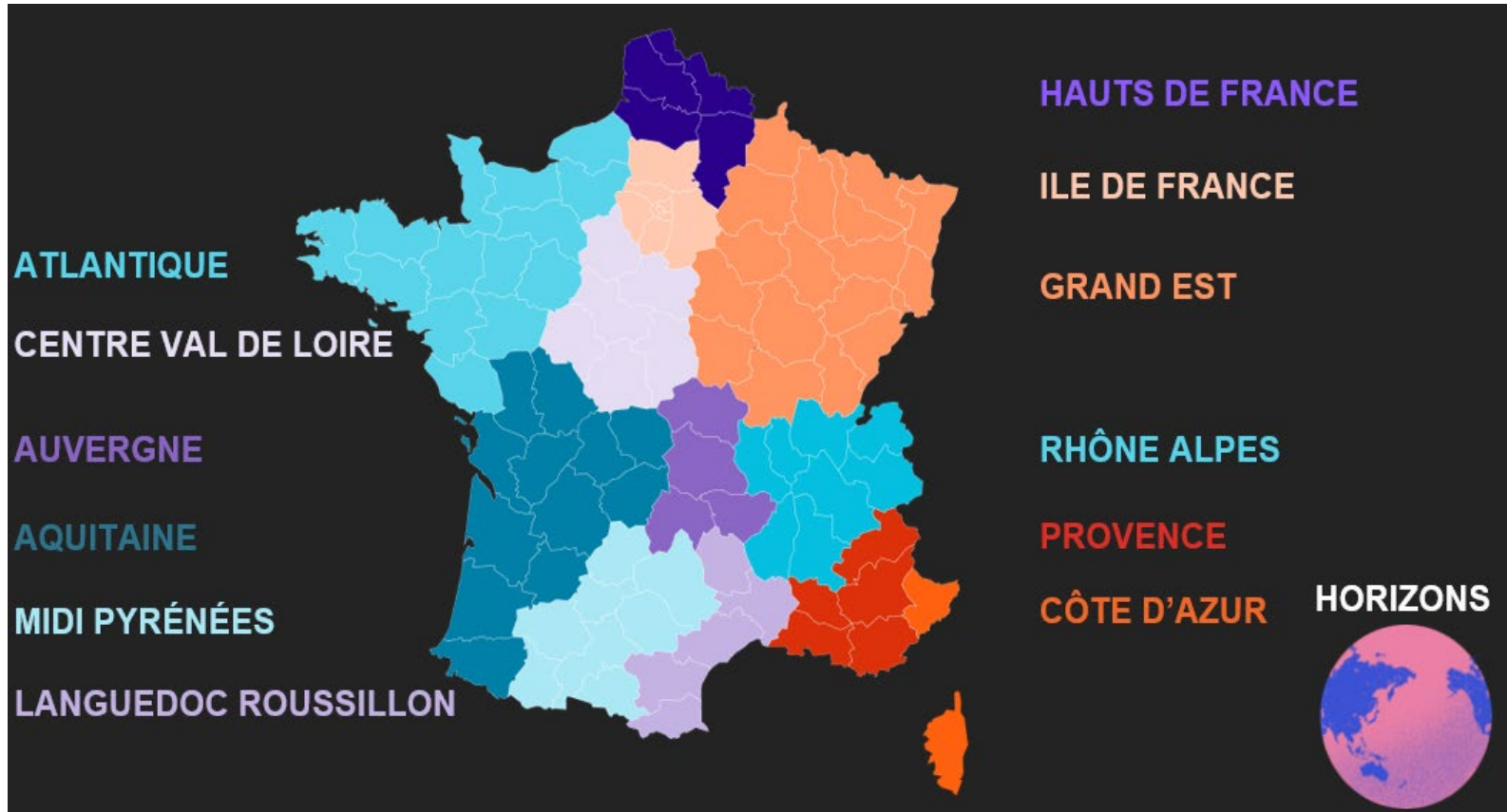
**Resources Production & Accessibility**  
Think Tank  
(Hybrid Lab, Enterprise Circle, White Books, ...)  
Initiatives  
(Horizon IA, Women by PMI, ...)



**Profession Promotion**  
JobProPulse  
Bourso Mission  
Projects & Talents  
PMI France Awards  
PM Barometer

# A Matrix Organization

Think Global, Act Local



**A Global Organization by  
Domains represented at the  
Board of Administrators**

**230 Volunteers**

**13 Local Branches & 30 Poles**

**A Governance System providing  
visibility & facilitating rhythm  
and decision-making**

**Platformized assets &  
resources combined with  
local autonomy**

# 3 Main Phases of our Chapter Development Journey

1995-2005

## PHASE I THE PIONEERING YEARS

- A small group of pioneers with a bold ambition: professionalize project management in France
- Creating a common language through PMBoK translation and standards adoption
- Evangelizing the discipline in a market where it was not yet recognized
- First community building moments (events, certifications, early network)
- Strong belief despite complexity and lack of structure

**From vision to existence,  
building a profession where none existed**

2006-2019

## PHASE II STRUCTURING THE COMMUNITY

- Rapid expansion across regions with multiple chapters and branches
- Strong territorial anchoring close to professionals, industries, and academia
- Development of a structured network and governance model
- Increasing need for coordination, consistency, and efficiency
- 2013 convergence into one national chapter to unify efforts and scale impact

**From growth to coherence  
structuring a fragmented network into one  
aligned community**

2020-2026

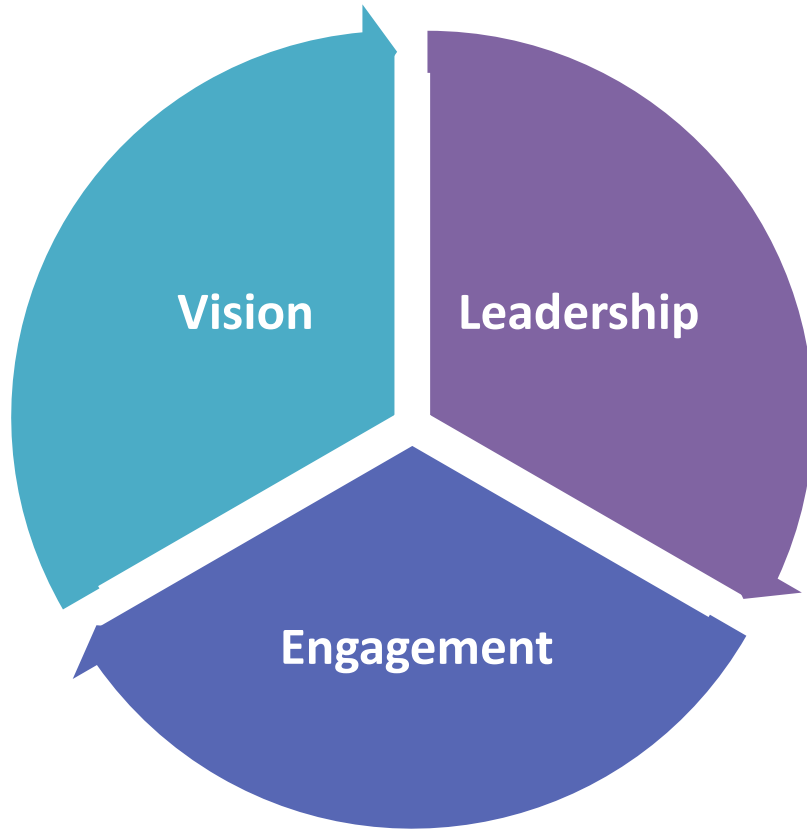
## PHASE III DEVELOPPING A STRATEGIC ECOSYSTEM

- Industrialization of a unified, platform-based operating model (domains + branches + shared services)
- PMI France becomes: a community of practice, a knowledge platform and an ecosystem orchestrator
- Development of flagship events, white papers, thought leadership, partnerships
- COVID crisis as an accelerator: full digital pivot, expansion of services, stronger governance & portfolio management

**From organization to ecosystem  
scaling impact through platform,  
partnerships and purpose**

# Vision, Engagement & Leadership

## The Golden Triangle of Chapter Development



### PMI:NEXT focuses on:

- Nurturing purpose
- Empowering the ecosystem
- Expanding impact
- Tightening strategic focus

### A Chapter must ask:

- **How do we translate global strategy locally?**
- **What governance system should we build to empower leadership ?**
- **What engagement mechanisms can we implement for purpose-driven animation ?**

# Best Practices & Pitfalls to Avoid for Successful Chapter Development

**THINK ECOSYSTEM**  
*NOT CHAPTER*

**INVEST TIME IN  
VOLUNTEERS  
LEADERSHIP &  
RECOGNITION**

**CREATE &  
INDUSTRIALIZE  
FLAGSHIP INITIATIVES**

**BUILD INSTITUTIONAL  
CREDIBILITY**

**BALANCE  
PASSION  
&  
GOVERNANCE**

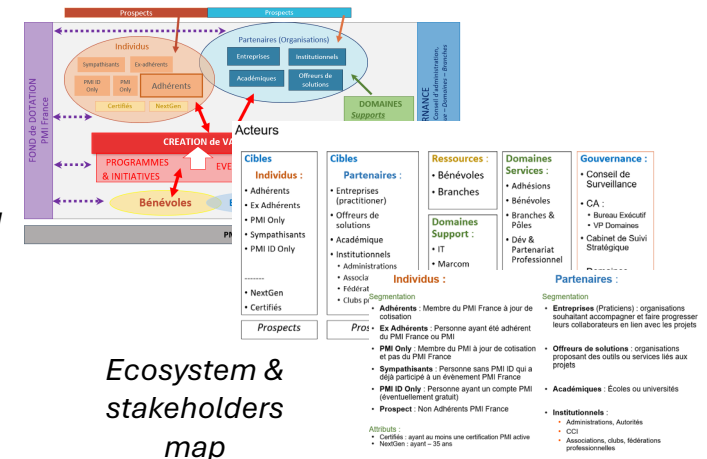
**DESIGN A PLATFORM-  
BASED OPERATING  
MODEL**

# Best Practices & Pitfalls to Avoid for Successful Chapter Development

## Think Ecosystem, Not Chapter

IF YOU THINK CHAPTER, YOU LIMIT YOURSELF  
IF YOU THINK ECOSYSTEM, YOU UNLOCK GROWTH

- **Map your ecosystem and identify key stakeholders** (corporates, universities, institutions, partners)
- **Actively engage beyond your members base** (*build structured partnerships and collaborations*)
- **Design initiatives for multiple audiences** (*professionals, students, organizations*)
- **Create formats that connect people, not just deliver content** (*networking, co-creation, community dynamics, workshops*)
- **Position your chapter as a connector and orchestrator enabling interactions, to amplify value across the ecosystem**



Ecosystem & stakeholders map



PMP final prep workshops or operable AI webinars

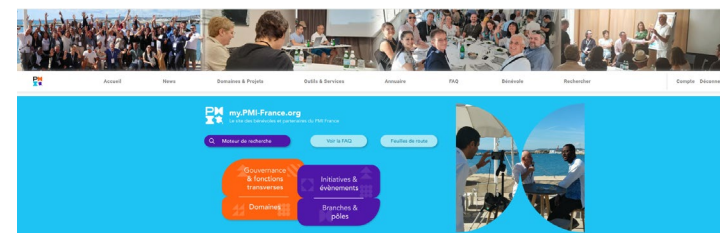
The moment we stopped thinking 'chapter'...and started thinking 'ecosystem'...everything scaled.



## Invest Time in Volunteers Leadership & Recognition

**VOLUNTEERS DON'T NEED MANAGEMENT  
THEY NEED MEANING AND RECOGNITION**

- **Give purpose, not tasks** (*connect every role to PMI mission and impact*)
- **Identify & grow leaders early** (*delegate ownership, not just execution*)
- **Create visible recognition rituals** (*events, social media, awards, internal shout-outs*)
- **Design clear roles & responsibilities** *as autonomy increases engagement*
- **Build a leadership pipeline** *to ensure continuity across mandates*
- **Invest time in human connection** to listen, support, and celebrate contributions



Dedicated app for volunteers (organization, procedures, assets, useful links, support)



Engaged and hands-on Board of Administrators  
Volunteers Trophies (peer nomination)

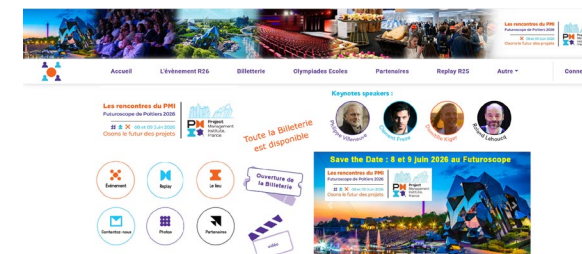
**You don't manage volunteers. You inspire, trust, and recognize them.**

# Best Practices & Pitfalls to Avoid for Successful Chapter Development

## Create and Industrialize Flagship Initiatives

### SIGNATURE INITIATIVES CREATE IDENTITY

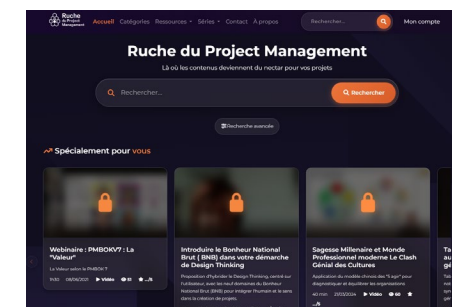
- **Identify 2–3 flagship initiatives that define your Chapter** (events, publications, programs such as national conference, white papers)
- **Design them as repeatable formats, not one-off events with the same structure but with an evolving content year after year**
- **Industrialize delivery with playbooks & templates to ensure consistency, quality, and scalability**
- **Assign dedicated leadership & teams per initiative as clear ownership drives performance**
- **Leverage flagship initiatives to attract partners & sponsors to increase visibility and financial sustainability**
- **Turn initiatives into brand assets** (recognizable, expected, and valued by your ecosystem)



Annual Conference (11<sup>th</sup> edition in 2026) +600 attendees

- 2025 Assises du management de projet 2025
- 2025 Projets & Cybersécurité : écosystème et Gouvernance
- 2025 Projets de transition énergétique
- 2024 Women By PMI
- 2021 Pilotage des projets par la valeur et organisation adaptée
- 2018 PMBOK et les cycles de vies
- 2017 Comment engager les équipes et parties prenantes
- 2016 Réconcilier Projets et Services
- 2018 Management Flexible Hiérarchique
- 2015 Gestion projet frugale
- 2015 Gestion des petits projets
- 2015 20 Clés pour démarrer efficacement un projet
- 2015 Management portefeuille de projets
- 2014 Projet d'innovation
- 2014 Maîtrise du plan de charge
- 2014 Registre des risques
- 2013 Le PMO dans l'entreprise
- 2013 Les projets de transformation
- 2012 Communautés de pratiques
- 2012 Culture des risques
- 2011 Parcours de professionnalisation du chef de projet

21 white books



The PMI France PM Hive (10 years of content produced in a “Netflix like” platform for members)

If your chapter stops operating, what disappears? Your flagship initiatives should be the answer.

# Best Practices & Pitfalls to Avoid for Successful Chapter Development

## Build Institutional Credibility

**VISIBILITY CREATES LEGITIMACY  
LEGITIMACY CREATES OPPORTUNITIES**

- **Invest in consistent and professional communication** (*social media, newsletters, website, editorial line*)
- **Position your Chapter as a thought leader** (*publish white papers, insights, expert content*)
- **Engage with institutional and corporate stakeholders** (*ministries, large organizations, academic institutions*)
- **Showcase impact, not just activity** (*highlight outcomes, influence, and value delivered*)
- **Leverage flagship initiatives as visibility amplifiers** (*conferences, partnerships, media presence*)



*Visit to the Senate with a Senator invite*



*National PM Barometer*



*National Awards Press Exposure*

**If you are not visible, you don't exist. If you are not credible, you don't scale.**

# Best Practices & Pitfalls to Avoid for Successful Chapter Development

## Balance Passion & Governance

**TOO MUCH PASSION IS CHAOS AND TOO MUCH GOVERNANCE IS INERTIA  
YOU NEED TO FIND THE RIGHT BALANCE OF BOTH**

- **Define clear governance, but keep it lightweight** (*roles, decision rights, simple processes*)
- **Channel energy into structured initiatives** *as passion drives ideas and governance enables execution*
- **Set priorities and say no when needed** *to avoid dispersion and volunteer overload*
- **Create simple rituals for alignment** (*regular check-ins, portfolio reviews, shared visibility, easy alerts rising system*)
- **Empower autonomy within a clear framework** (*freedom to act, clarity on direction*)



Clear organization & roles



Regular celebration of volunteers and internal LIM (2 per year one in-person, on



**Passion creates momentum. Governance creates impact. Leadership is the balance between the two.**

# Best Practices & Pitfalls to Avoid for Successful Chapter Development

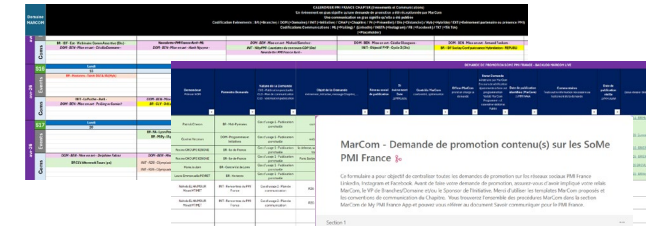
## Design a Platform-Based Operating Model

**A CHAPTER IS NOT A SET OF ACTIVITIES  
IT IS A PLATFORM ENABLING OTHERS TO CREATE VALUE**

- **Structure your chapter as interconnected building blocks** (*domains, branches, initiatives, shared services*)
- **Provide enablers, not just delivery** (*tools, frameworks, communication, support to volunteers*)
- **Standardize what can be reused and enable what must be created** (*templates, playbooks, scalable formats*)
- **Facilitate connections across the ecosystem** (*members, partners, academia, corporates*)
- **Shift from “doing” to “orchestrating” value creation** (*empower others to initiate, contribute, and scale initiatives*)



Centralized portfolio of initiatives with systematic BoA sponsorship



Centralized editorial calendar for Social Media with transparent backlog and single promotion request form

**Impact doesn't come from what your chapter produces. It comes from the capabilities it builds to create value.**


# Key Takeaways


- Never forget that PMI volunteering is first of all a **Human Experience**
- **Create a Chapter mindset** to make every volunteer happy & grateful to be there
- **In difficult situations, return to PMI Purpose** and reassess your alignment to the Vision
- **The world urgently needs ideas turned into action.** PMI Chapters Community are here to do it
- **The Chapter Leadership Flywheel key components are the following:**
  - Vision | Community Engagement | Initiatives & Impact | Visibility | Volunteers Empowerment
- **Chapters are not just communities. They are engines of transformation.** When we lead them with purpose, we elevate the profession ... and the World.




**30 years of PMI France taught us one thing:  
Chapters are not just Organizations,  
they are Movements.**


**... and every Movement starts with...  
... Leaders like you.**

Thank you!  
*Let's continue the  
conversation!*



Lamia MOUSSAOUI 

 Strategic Execution Catalyst |   
Global Transformation Leader |  C-Lev...



# Thank You!

*Questions?*