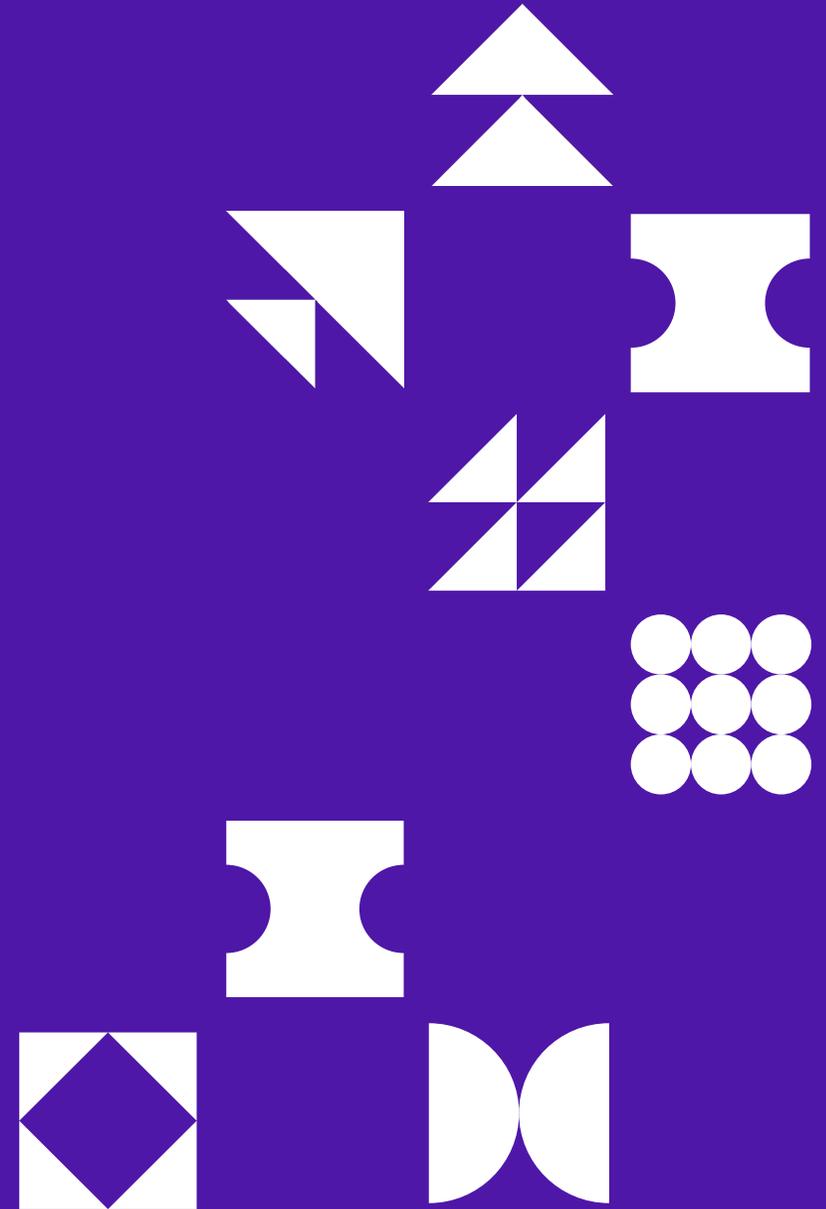
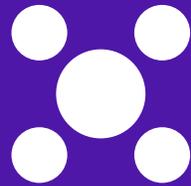


THE EVOLVING ROLE OF PROJECT MANAGEMENT AND PMI



Five megatrends dominate The Project Economy...
and all are contributing to societal discontent.

Only by understanding these forces can
changemakers—all those who can turn ideas into
reality—deliver social impact at a time it's needed most.

COVID-19

The health impact cannot be overstated—but it's the systemic inequalities that the pandemic laid bare that's also forcing companies to rethink business as usual.

The UN predicted the pandemic would push **96 million people** into extreme poverty.

Climate crisis

Perhaps the biggest existential threat humanity has ever faced, the climate crisis can be mitigated only with ambitious, innovative initiatives—and the project talent to make those visions reality.

The ratio between the incomes of the richest and the poorest 10% of the global population is

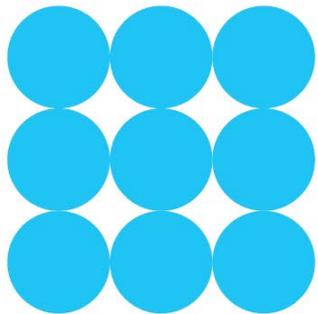
25% larger

than it would be in a world without global warming.

Source: UN World Social Report

Civil, civic, and inequality movements

There was a time when organizations taking a stand on social issues was considered bad business. The massive global protests of 2020 underscored that change is a question of when, not if.



Mass protests have increased annually by an average of **11.5%** from 2009 to 2019.

Source: *The Age of Mass Protests: Understanding an Escalating Global Trend*

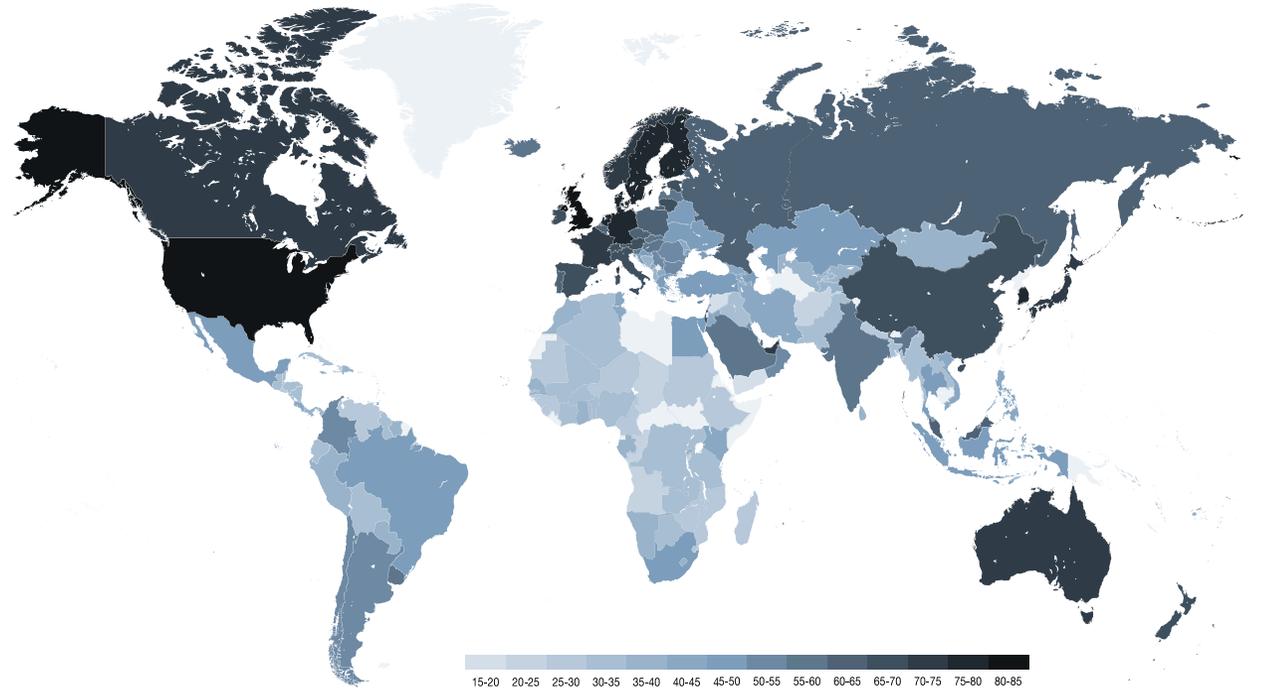
Shifting globalization dynamics

In 2020, millennials and Gen Zers became the majority of the global workforce, with more than one-third living in **India** and **China**.

Emerging markets are the future but serious infrastructure and education investments are needed to help them move beyond middle-income status—and help their large, young populations improve their lives.

Mainstream artificial intelligence

AI is now table stakes for many companies. What's still desperately needed are hard conversations around the ethical implications of AI.



AI Readiness Index 2020

Higher-income countries are better placed to take advantage of AI than middle-and lower-income countries.

Source: Government AI Readiness Index 2020, Oxford Insights

We see three ways organizations can target all the megatrends, creating a multiplier effect for good—and a powerful magnitude of change.

1. Make social impact projects a strategic priority

“Companies need to serve more than just their shareholders. They need to be driven by purpose.”

–Kamil Mroz, UCB,
Brussels, Belgium

Ensuring that more projects achieve net-positive social impact—particularly in the areas of climate change and diversity, equity, and inclusion—isn’t a nice-to-have.

It’s a question of business survival.

2. Foster open and innovative partnership ecosystems

By investing in education, internet access, and basic infrastructure, companies can bolster the economy, while creating a more prosperous and competitive marketplace.

A much more diverse range of partners and partnership models can help achieve significantly better outcomes.

And local/regional partnerships can mitigate the negative impact of some of the megatrends.

3. Rethink relationships with customers and wider stakeholders

“Our clients’ values are not only focused on fee, schedule, and budget. It really is about the human connection, the cultural connection, and shared values.”

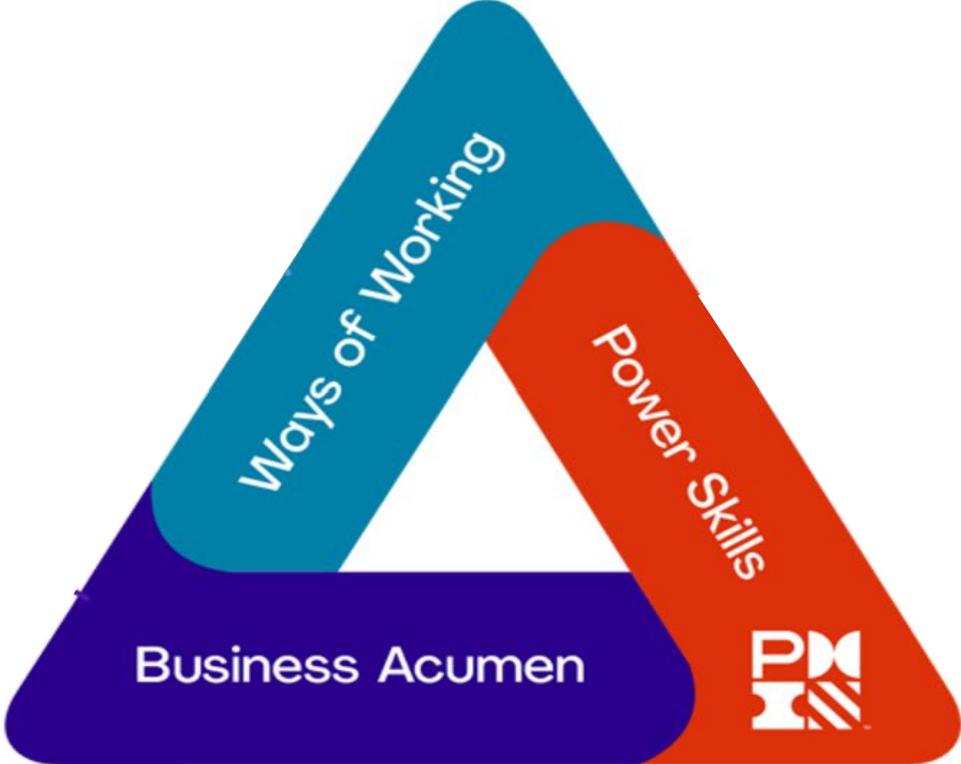
—Gabrielle Bullock, Perkins and Will, Los Angeles, California, United States

Only through a radical reimagining of customer and wider stakeholder relationships can businesses harness the power of many to ensure they’re solving the right problems for the right people with the right projects.

Driving systemic change depends on collaboration and inclusion, both within and outside the business, and at local, national, and global levels.

This requires an ecosystem of changemakers—all those who can turn ideas into reality.

Three key capabilities changemakers need to succeed



EVOLUTION WITHIN PMI



As the Role of Project Management Evolves, So Must PMI

- Every organization is going through change today and relying on project professionals to be key changemakers in organizations.
- PMI will support **both** our core audience of project professionals to reskill and upskill, while expanding to the larger audience of all changemakers.
- We all must adopt a growth mindset to adapt to new ways of working. **PMI is here to enable us all to work smarter.**



Our Aspiration of Expanded Social Impact



**“Empowering
people to make
ideas a reality”**

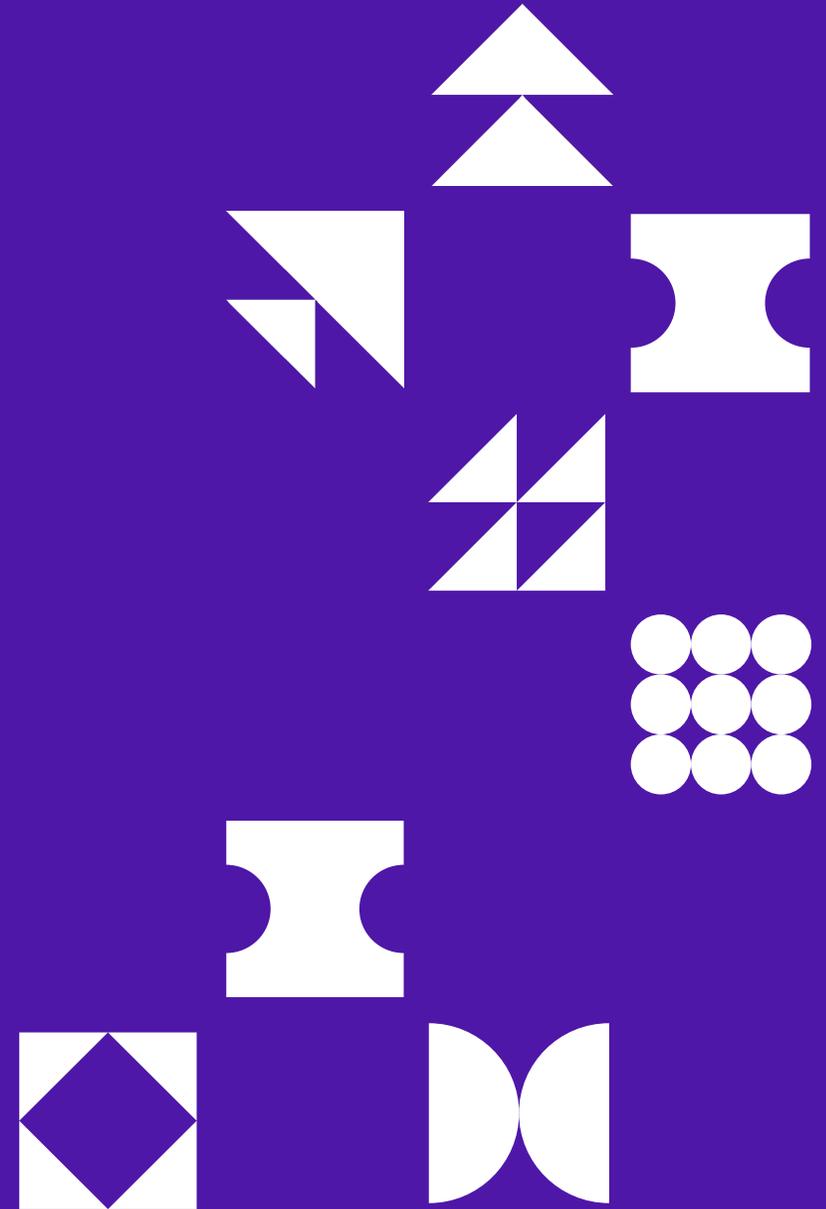
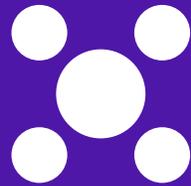
We, the broader PMI community, volunteers, chapters, and Board aim to bring our winning aspiration to life for changemakers from ages 5-75.

Navigating Our Shared Journey



- Foundation - PMI 2.0 is a necessary **modernization of our infrastructure**
- Aspiration - PMI 4.0 is a **growth strategy**

LAYING THE FOUNDATION – PMI 2.0



PMI 2.0 Value – Delivering the Stage for PMI 4.0 and 10x

The PMI 2.0 Transformation modernized our infrastructure which delivered customer centric capabilities, enabling us to be agile.



Strategic
Focus

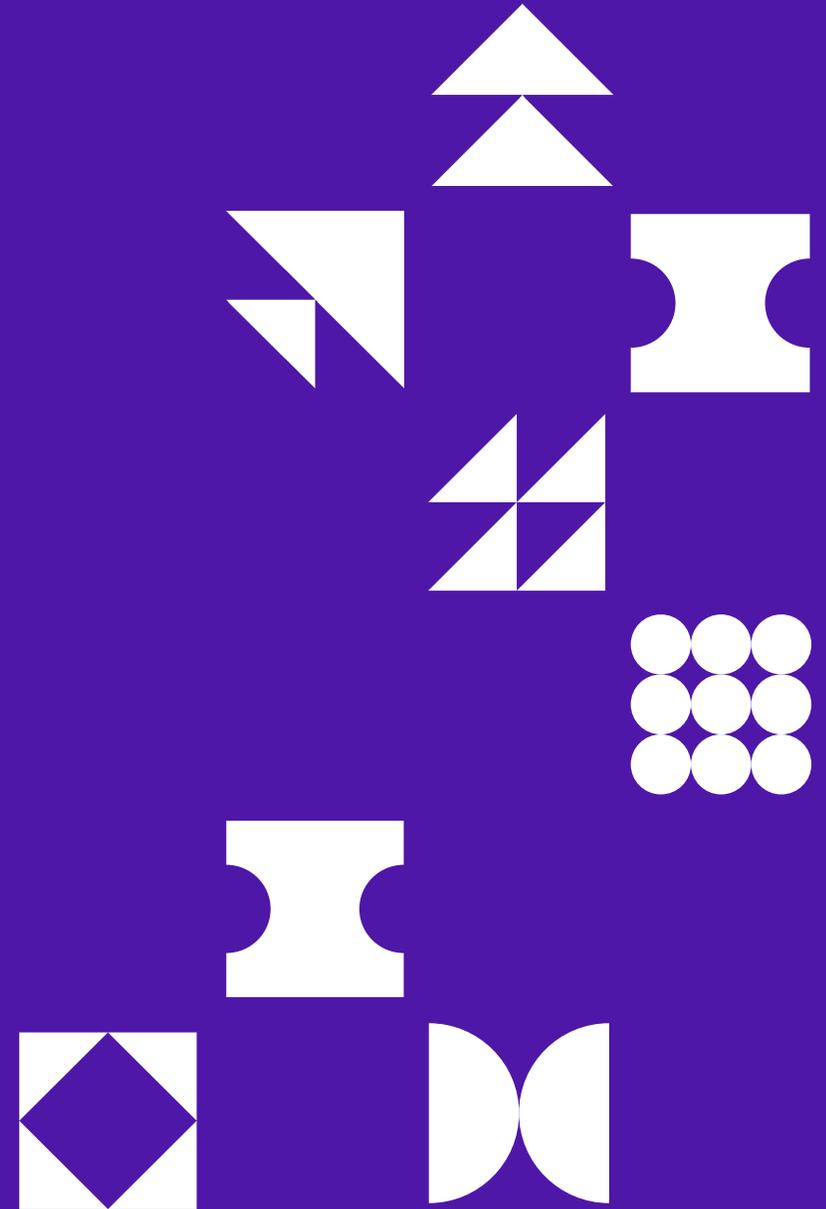
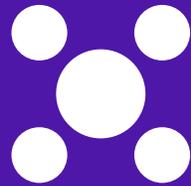
Stakeholder
Centricity

Organizational
Agility

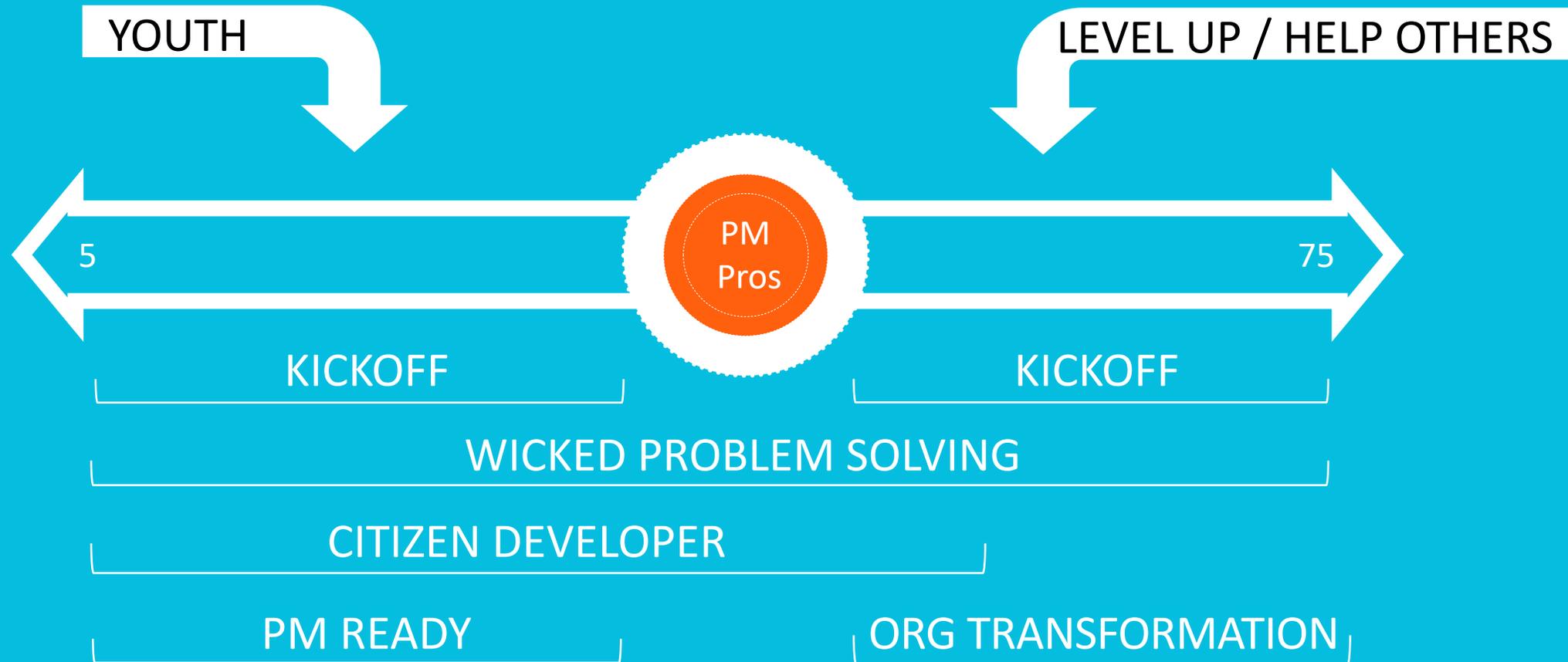
Key PMI 2.0 Outcomes

- A single integrated digital website platform for content, ATPs, chapters, etc.
- Products addressing PM career lifecycle in market
 - Disciplined Agile, Citizen Developer, PMIstandards+, Wicked Problem Solving, Kickoff, Brightline Organizational Transformation, etc.
- Omni-channel personalization fueled by new cloud-based CRM
 - Offering the right products and support at the right time
- Full organization and culture transformation
 - New organizational structure to ensure alignment to new ways of working
- Data analytics and personalization
 - Helps to understand our customers better so we can anticipate what they need

SCALING TO PMI 4.0



We Will Empower Changemakers...



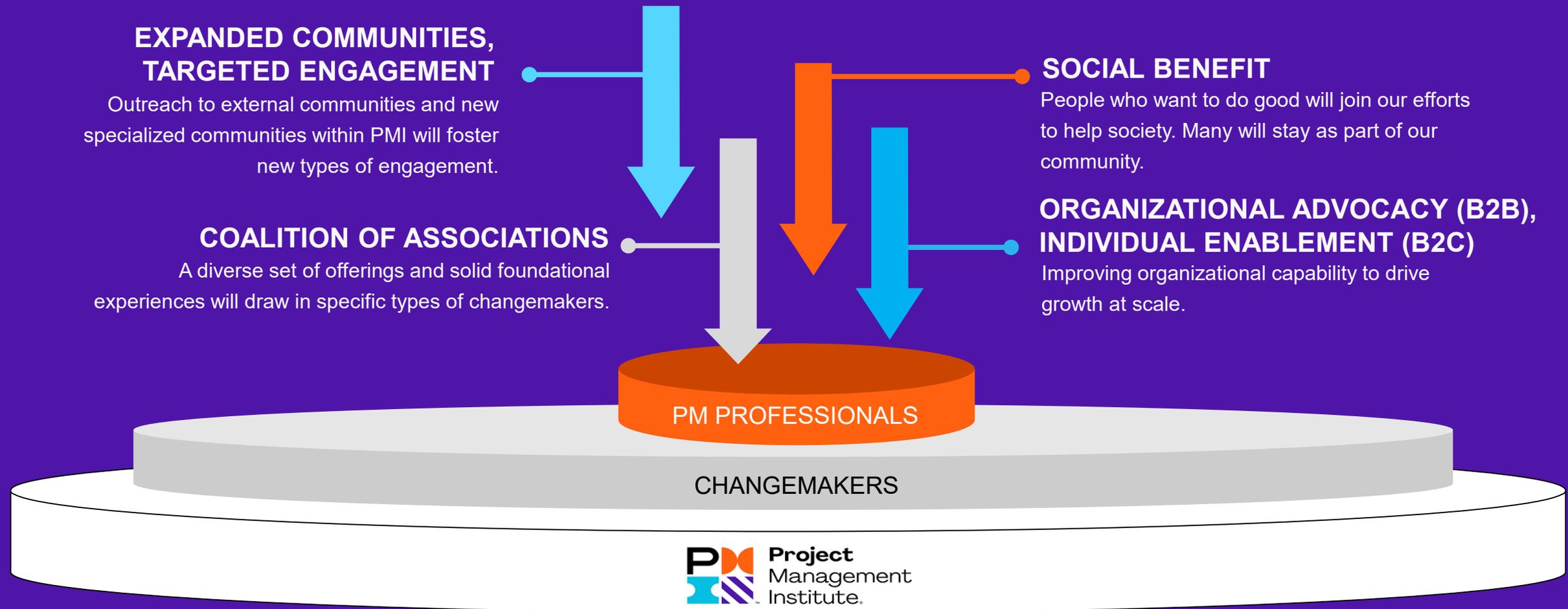
... through new programs and products that make them **BETTER**
(DOORWAYS TO IMPROVEMENT)

Expanded Stakeholder Universe

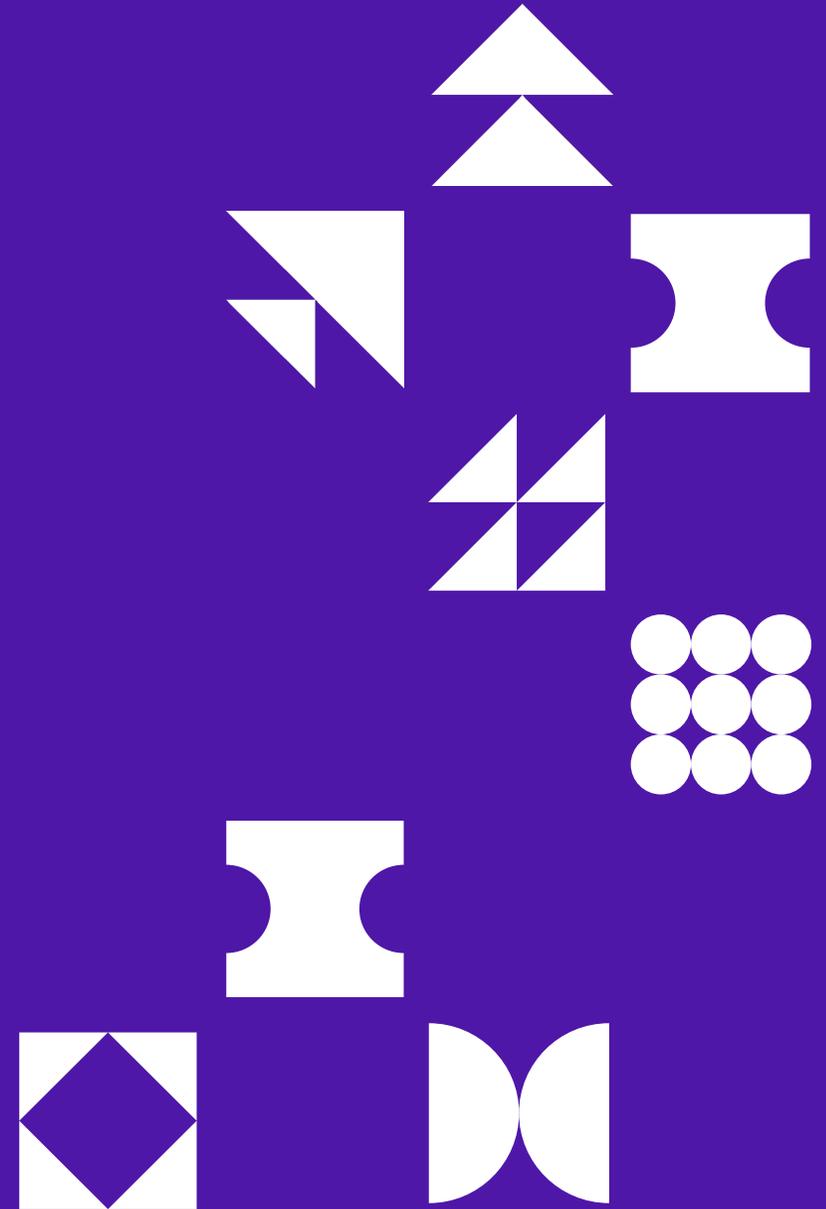
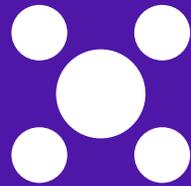
- **Project managers** are changemakers, but not all changemakers are project managers.
- Changemakers tackle **diverse global challenges**, and require a broad skillset with foundations in PM.
- This new community of changemakers needs **mentorship and guidance** to step into our offerings and our industry.
- As we expand our stakeholder universe, we need to expand our relationships with other **organizations and associations**.

OUR STRATEGIC FOCUS AREAS

HELPING BROADEN OUR REACH, EXPAND OUR IMPACT, AND BUILD LASTING RELATIONSHIPS



IMPACTS TO CHAPTERS AND VOLUNTEERS



What Benefits will Chapters and Volunteers See from PMI 4.0?

Improve Your Relevance as a Project Management Professional

- **Re-skill/ up-skill** to elevate your professional skillset.
- Share your expertise in new ways of working through new **Expert Volunteer roles**
- Broaden what is considered PM skills to **elevate the value of the profession**

Experience New and Expanded Engagement Opportunities

- **Broader changemaker reach** means chapters and the number of volunteers should grow
- Our **DE&I, Youth Strategies** and **coalition partnerships** will attract volunteers from beyond our PMI community.
- **“Upskilling” volunteer opportunities** will extend beyond leadership development to “learning while working”

Increase Your Impact

- **Reach broader audiences** of global changemakers of all ages.
- **Use your new skills** to improve project outcomes and tackle new types of projects.
- **Take on new volunteer opportunities** to impact the audiences of the Coalition of Associations.

Next Steps – Developing the Chapter 4.0 Strategy

Current and Future State Analysis - Q1

- Strategy and Growth staff members will work with Chapter Leaders and Chapter Insights Team

Develop Chapter 4.0 Strategy - Q1-Q2

- Build from foundational work completed during PMI 2.0 to enhance the chapter experience
- Determine how best to integrate chapters into the Systems for Scaling (e.g. Coalition of Associations and Integrated Social Benefit) for expanding to new audiences such as youth and changemakers.
- Develop strategies to engage and leverage our incredible chapter network to help us reach 10x impact by 2025

PMI 4.0 Chapter Strategy

The main goal in developing the PMI 4.0 Chapter Strategy is to bring us back to a **truly symbiotic relationship...**

Our shared goal is to **amplify our purpose** and increase our positive impact on the world...



Social Impact by Chapter

Youth

Academic Outreach

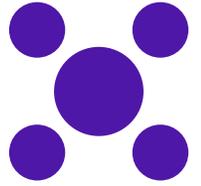
Social Good

Military Outreach



PMI SOLUTIONS

<https://www.pmi.org/new-product-launches>



Expansion of tools and frameworks

Digitalization encyclopedia of project management for all levels and seniority

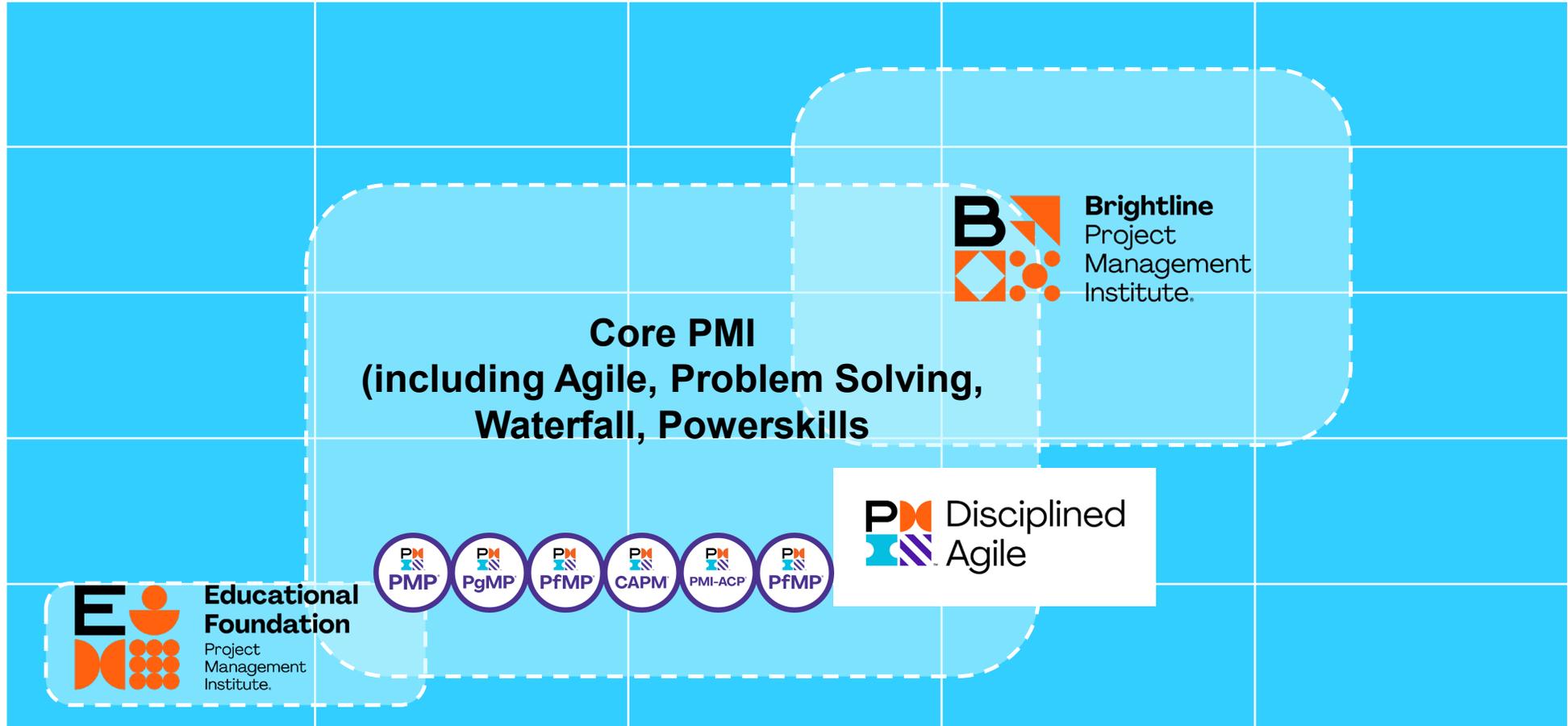
LEVEL
of responsibility

Managing an entire transformation program

Managing a single change initiative

Senior member of change team

Junior member of change team



Child
5 Years Old

New
20 Years Old

Professional
40 Years Old

Leader
60 Years Old

Mentor
75 Years Old



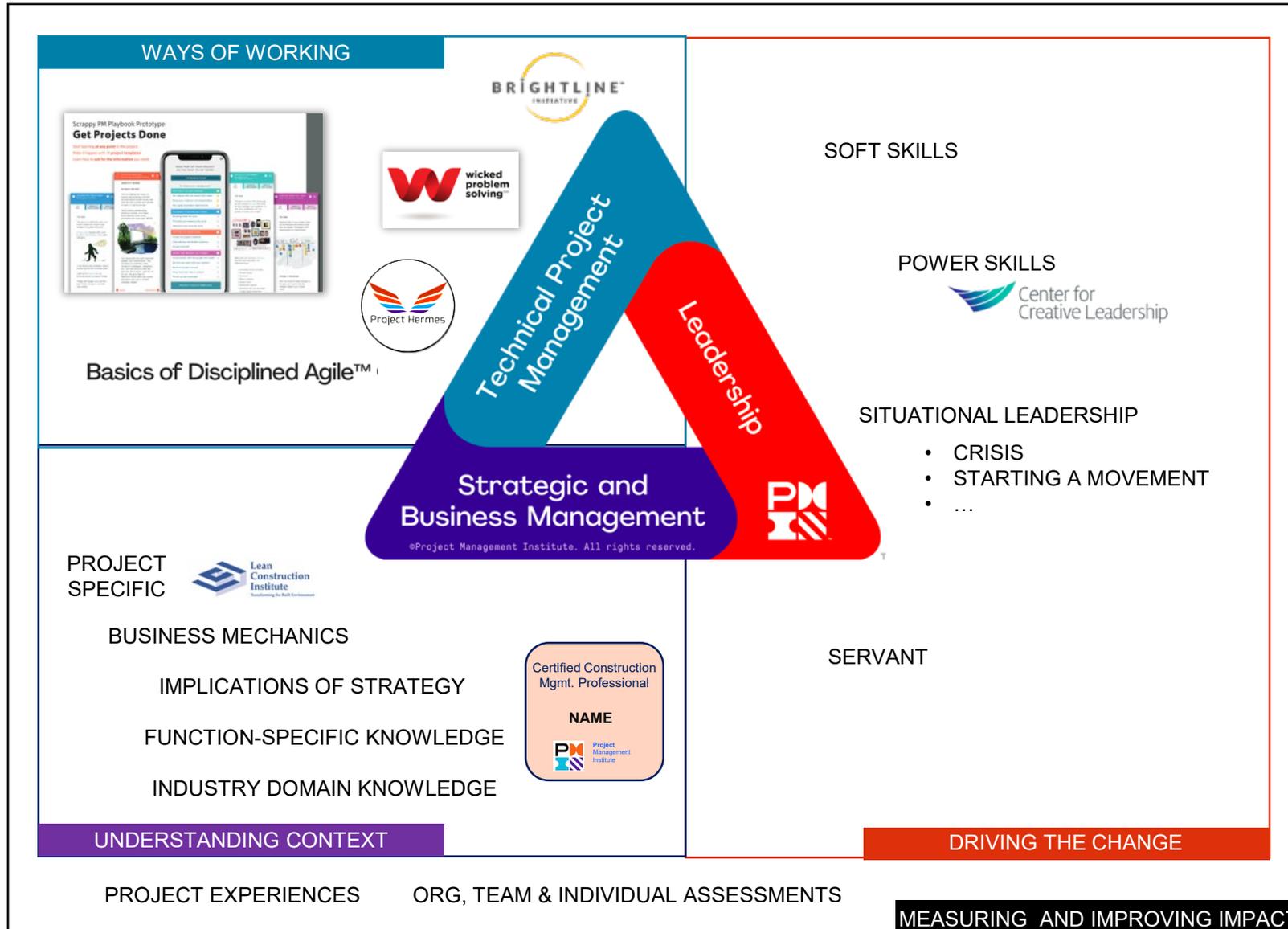
Creating a Diverse, Modular Portfolio Across All “Ways of Working”

Expanded Product Portfolio



- PMI will offer an expanded product portfolio that will include our **time-honored offerings**, but also extend into new areas.
- We will more directly address the needs of **youth** and **changemakers** through targeted offerings and experiences.
- Our expanded product portfolio provides **choices** – opportunities to learn and evolve to gain tailored skillsets.

PMI Learning Framework



We provide the guidance and support to enable individuals to maintain and acquire the relevant skills, knowledge and capabilities needed throughout their career.

Our Evolving Product Portfolio

New offerings in Development, Testing, Released

Certification

- New PMP, plus online proctor testing
- Study Hall
- Project Management Ready - Reaching young professionals 15-18y
- Disciplined Agile certification suite
- Reaching all change makers with Micro-certification specializations

Membership

- Membership Tiers
Pilot launch in first half of 2021
- Bundled with Standards+, Snippets, Navigator

Digital Learning

- DA Basics
- PMP Prep Course
- Brightline Transformation
- Wicked Problem Solving
- Snippets
- Navigator
- Kickoff
- Citizen Developer

Standards and Publications

- PMBOK 7th ed
- Standards Plus™
 - An interactive digital platform to deliver PMI's standards

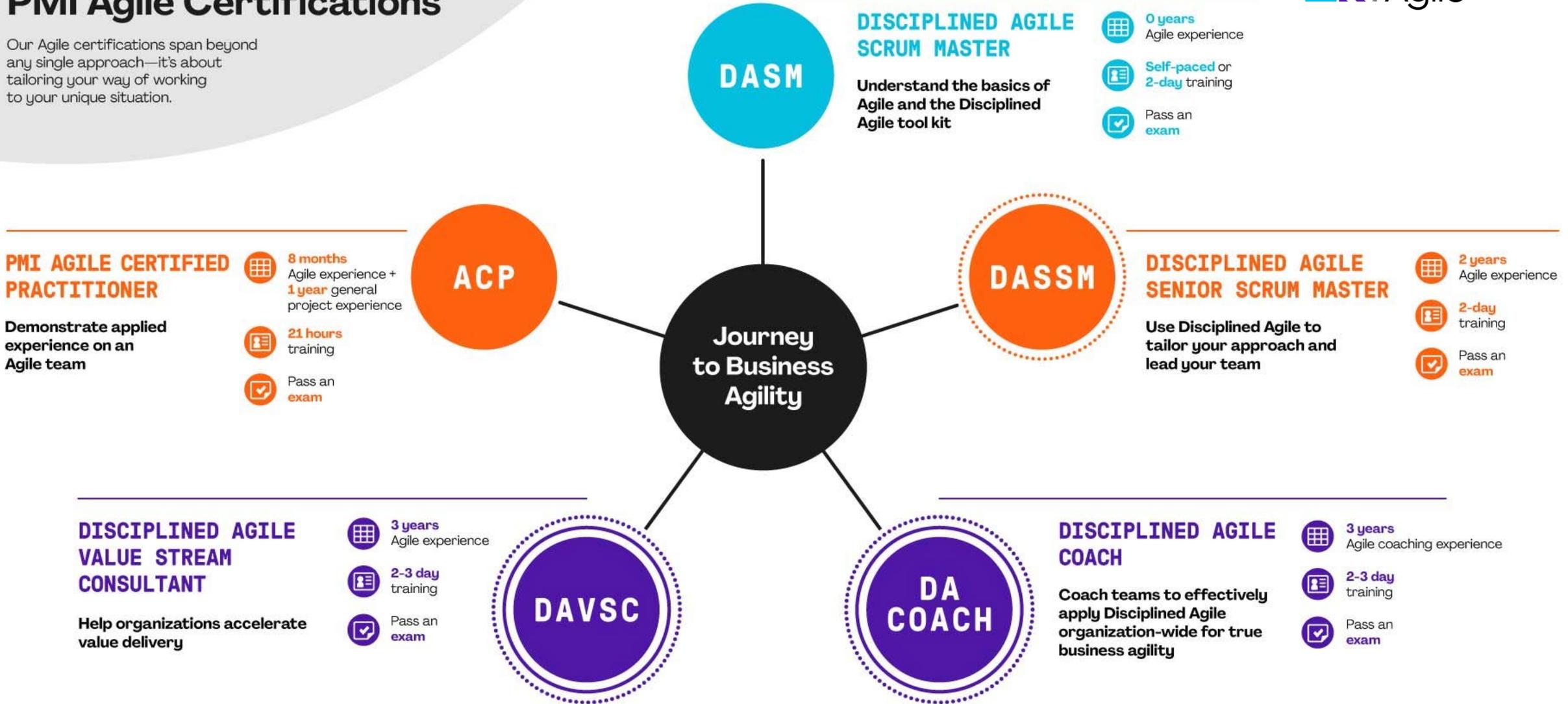
Events

- Virtual Experience Series - tailored to target customer segments
- A focused effort on attracting more younger professionals
- Virtual live SeminarsWorld, LIMs, Regional Events

True Business Agility starts here.

PMI Agile Certifications

Our Agile certifications span beyond any single approach—it's about tailoring your way of working to your unique situation.



Specializations – Micro-Certifications



Project Leaders in Transformation



Test Your Knowledge

1

Which of the following statements about the relationship between strategy and transformation are correct?

Select all that apply.

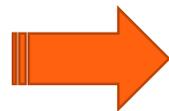
Strategy sets the stage for transformation.

Transformation can't happen without strategy.

People who work on strategy are not the same as those who work on transformation.

Strategic thinking happens alongside transformative thinking.

- Aimed at individuals who help make change happen
- Developed by PMI and Partners
- Stackable and clustered
- Construction, AI, Risk, Design Thinking



PMI's new online courses powered by Brightline® **Organizational Transformation: Foundation*** was designed to train Project Managers on the fundamentals of navigating change, strengthening culture and promoting growth within transformation projects.

**This is the first in a series of courses on Transformation and leads to a Micro Certification in Organizational Transformation.*

Citizen Developer

We believe that Citizen Development will be come the next big revolution in IT

In Citizen Development, users leverage Low-Code/No-Code application platforms to solve problems they see around them, create new processes or improve existing ones. We call the users of Citizen Development “Citizen Developers”.

What our research says ...

\$20b addressable market, growing at 50% CAGR

79% of IT leaders agree that there needs to be methods, training and certifications for LCNC

91% of companies surveyed are either using Low-Code / No-Code application platforms or are considering using them in the future

95% of IT leaders recognise multiple risks associated with Shadow IT

What is PMI's offering?

1. A suite of certifications catered for individuals: Practitioner, Architect and Strategist
2. A suite of certifications catered for enterprises: Organizational Maturity Assessment
3. A detailed Body of Knowledge and an Executive book to explain how to unlock the value of CD to CXO
4. A global Citizen Development Community Portal

What a strategic relationship can entail ?

- The creation of a ABC/PMI Citizen Developer Centre of Excellence
- Run and operated by PMI for the benefit of ABC employees



Powered by
 Project Management Institute.

Benefit to both ABC and PMI

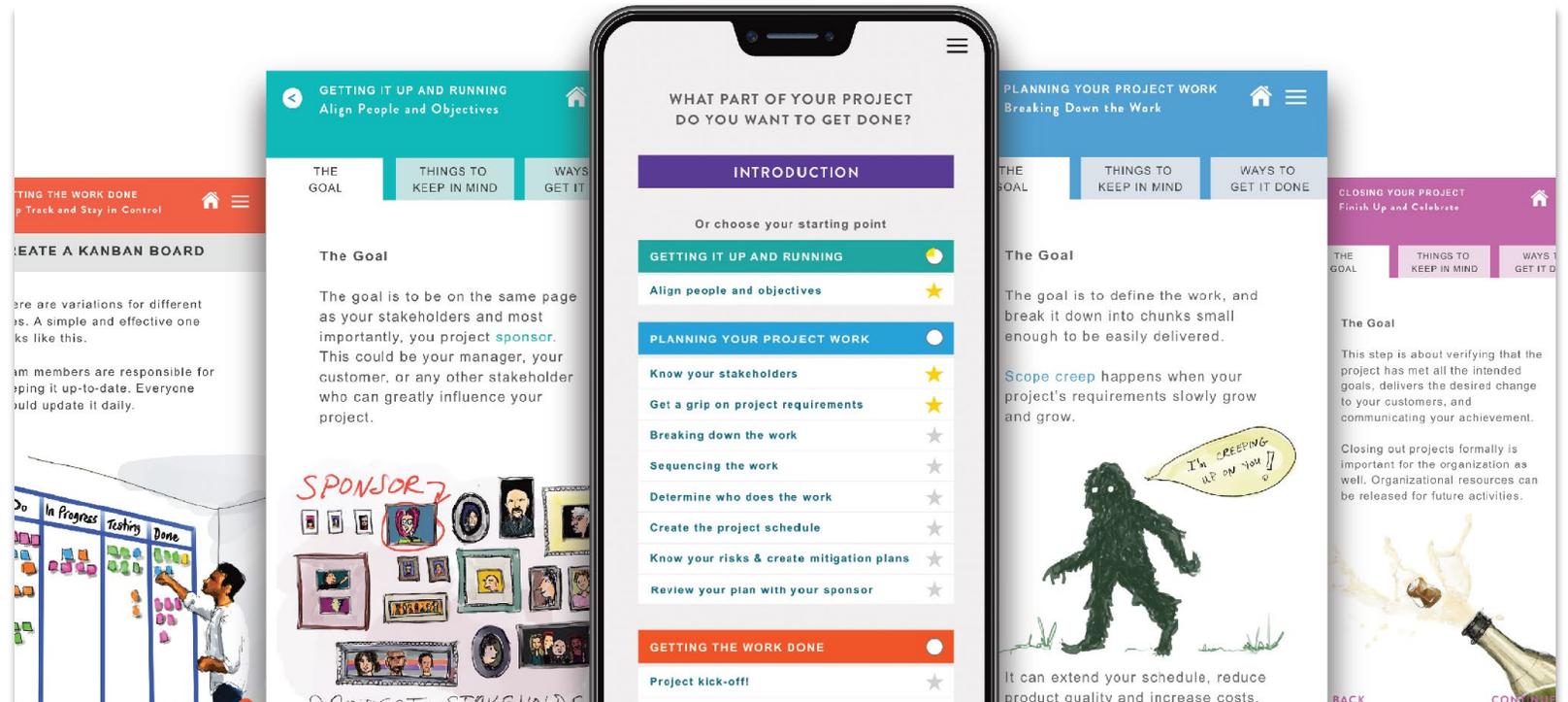
- Keeps ABC in the fore-front of a new IT revolution
- Helps PMI become the standard for Citizen Developer methods and training
- Enables ABC to gain a valuable skills and certification
- Keeps both organisations relevant
- Strategic win-win for the benefit of ABC

Digital Learning Tools

Addressing the Needs of Informal Project Managers with Kickoff

Kickoff is a free digital learning tool that helps informal project managers launch successful projects—from start to finish—in just 45 minutes.

- ✓ **Get smarter** with the foundational knowledge that's critical for project success.
- ✓ **Put learnings into practice** immediately with downloadable templates—so you can move your project forward.
- ✓ Learn how to **rally and inspire** a team you can trust to get the job done.
- ✓ **Gain new project skills** that can make you a more confident professional leader.



....a toolkit that builds creative collaboration and problem-solving skills.

the
wujec
group™

 **Project
Management
Institute®**

 **wicked
problem
solving™**

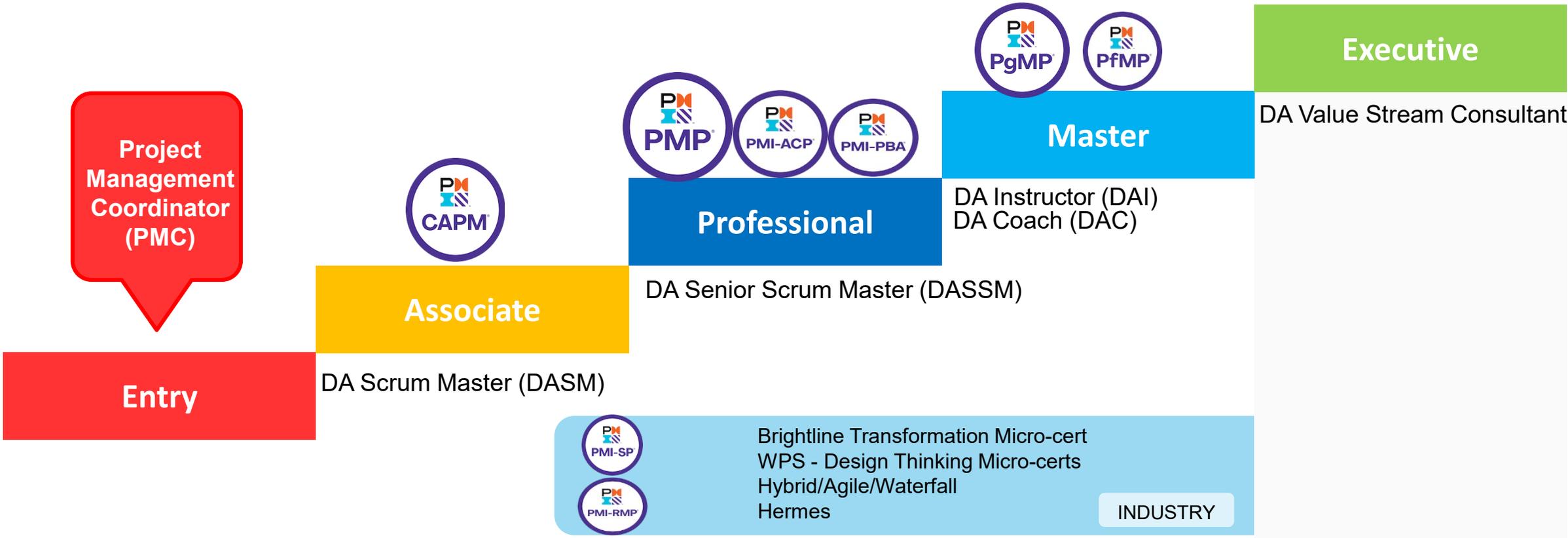
Value Proposition:

Learn to solve
any problem

Easily guide
your team

Make ideas
visible

PMI Certification Framework



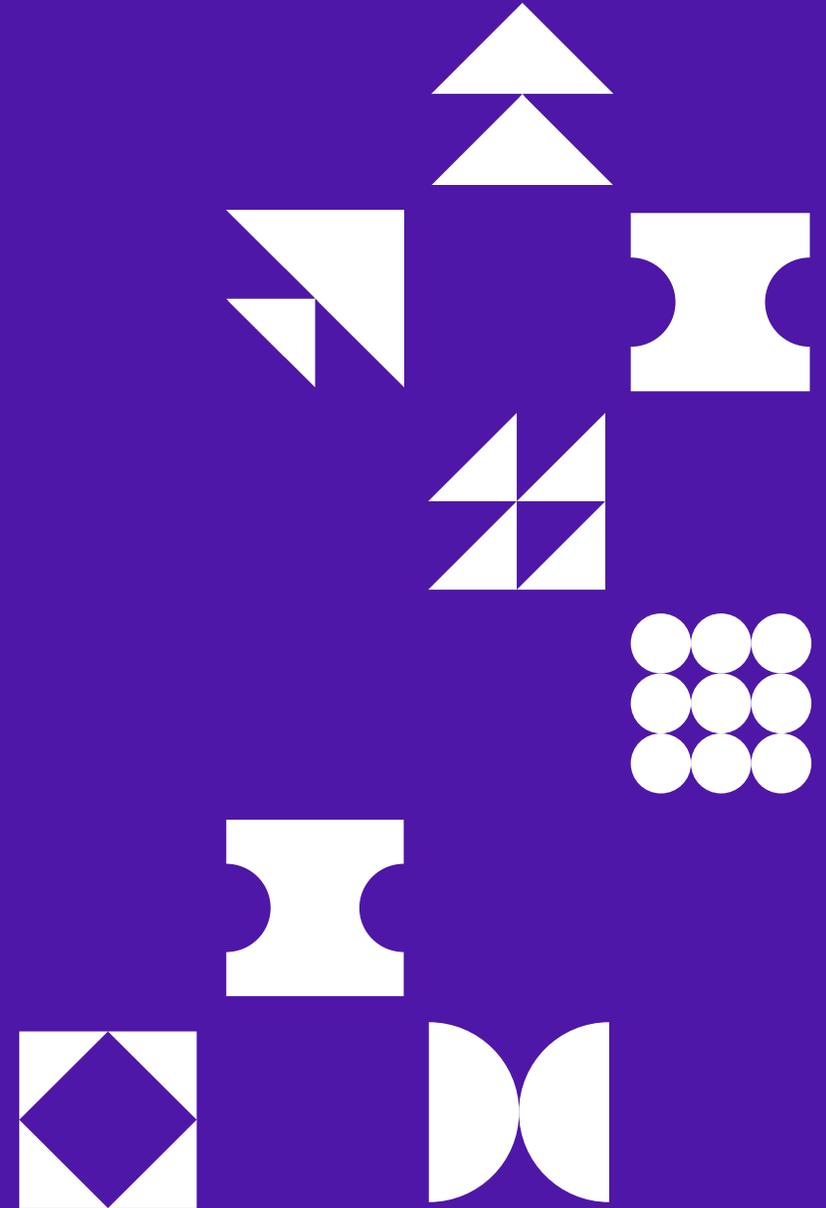
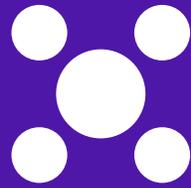


THANK YOU

Sarah.Maxwell@pmi.org



Q & A



Learn More about the Future of PMI

Other Videos Discussing PMI 4.0 Growth Strategy

- [Unplugged with Sunil Prashara – Looking Ahead to 2021](#)
- [Unplugged with Sunil Prashara – Megatrends 2021](#)
- [Straight Talk with Sunil – Product Strategy with Mike DiPrisco](#)

Other Resources for PMI News

- [Out of the Box Video Series](#)
- [The Official PMI Blog](#)
- Follow PMI on Facebook, Twitter, LinkedIn and Instagram