

April 2026

The Evolution of PMI and PPM

Minnesota/Wisconsin Chapters –
Rochester/LaCrosse



Discussion Topics for Today

The Evolution of PMI and PPM

- Welcome and Introductions
- Evolution Overview
- PMI and PPM
 - Past
 - Present
 - Future
- Resources for Your Next Steps
- Open Discussion Session



Introductions

Getting to Know You

- How long have you been engaged with PMI?
 - 20 years or more? 10 years or more? 5 years or more? Less than 5 years?
- Do you have one or more PMI certification?
- Have you ever attended a PMI Global summit or Other PMI Event?

Introduction – Terri Knudson

Getting to Know Me

Deloitte.

One of the world’s largest professional services firms.

MAYO CLINIC



Largest integrated, not-for-profit medical group practice in the world. Ranked the #1 hospital in the United States.



Mayo Clinic Enterprise Portfolio Management Office (EPMO)



Mayo Clinic DLMP Strategy Management Services (SMS)

2026 PMI Board of Directors



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Evolution Overview

Evolution Overview

PMI and PPM



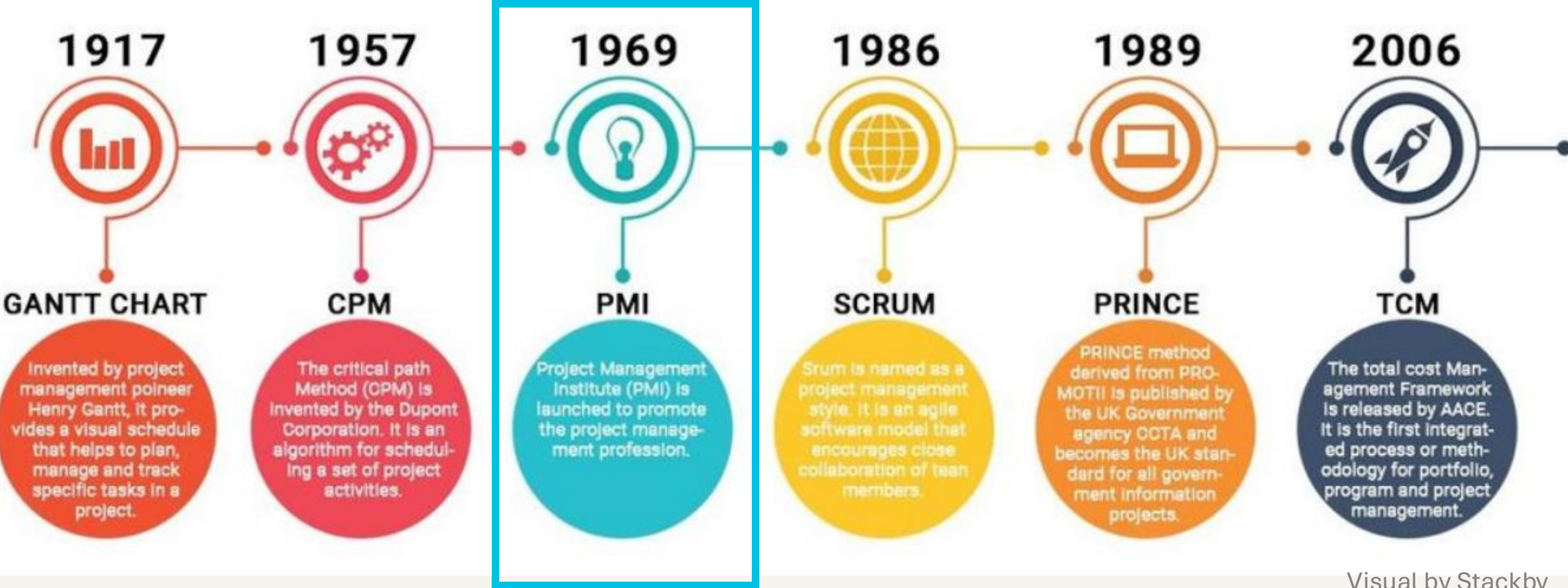
*PPM and PMI evolution
over the past 55+ years*

*Current state of PPM
and PMI since 2020*

*Future state of PPM and
PMI as we look to 2026
and beyond*

Evolution Overview

A Brief History of Project Management



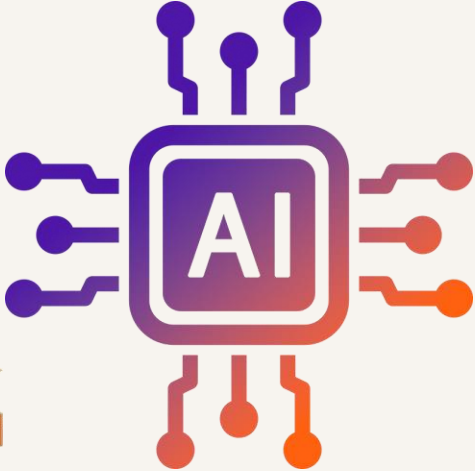
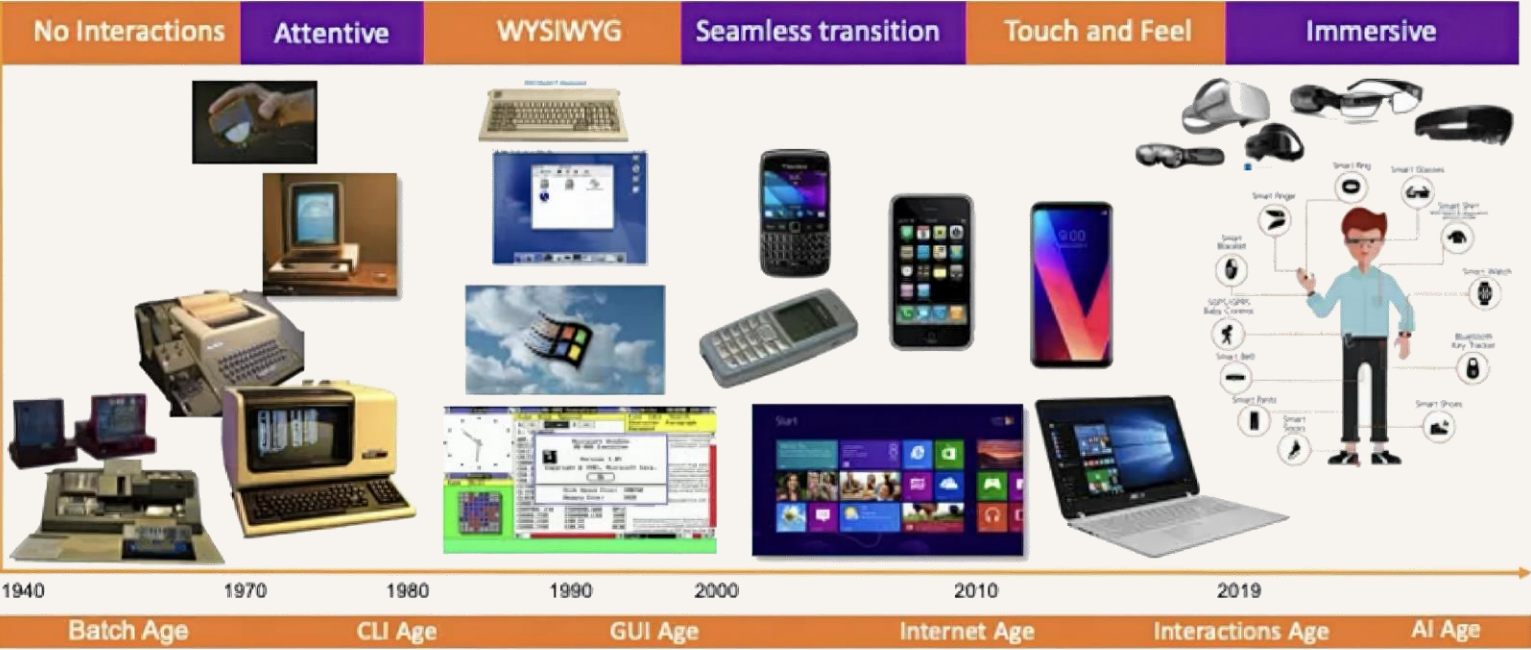
PMI established in 1969



- The first formal meeting at Georgia Institute of Technology in Atlanta, Georgia, USA, on 3 October 1969.
- From this meeting came the birth of Project Management Institute.
- The founders of PMI - James Snyder, Eric Jenett, Gordon Davis, E.A. "Ned" Engman and Susan C. Gallagher.

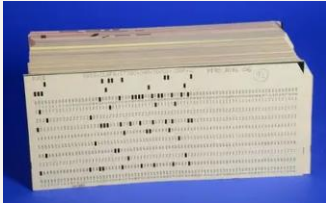


Evolution Overview



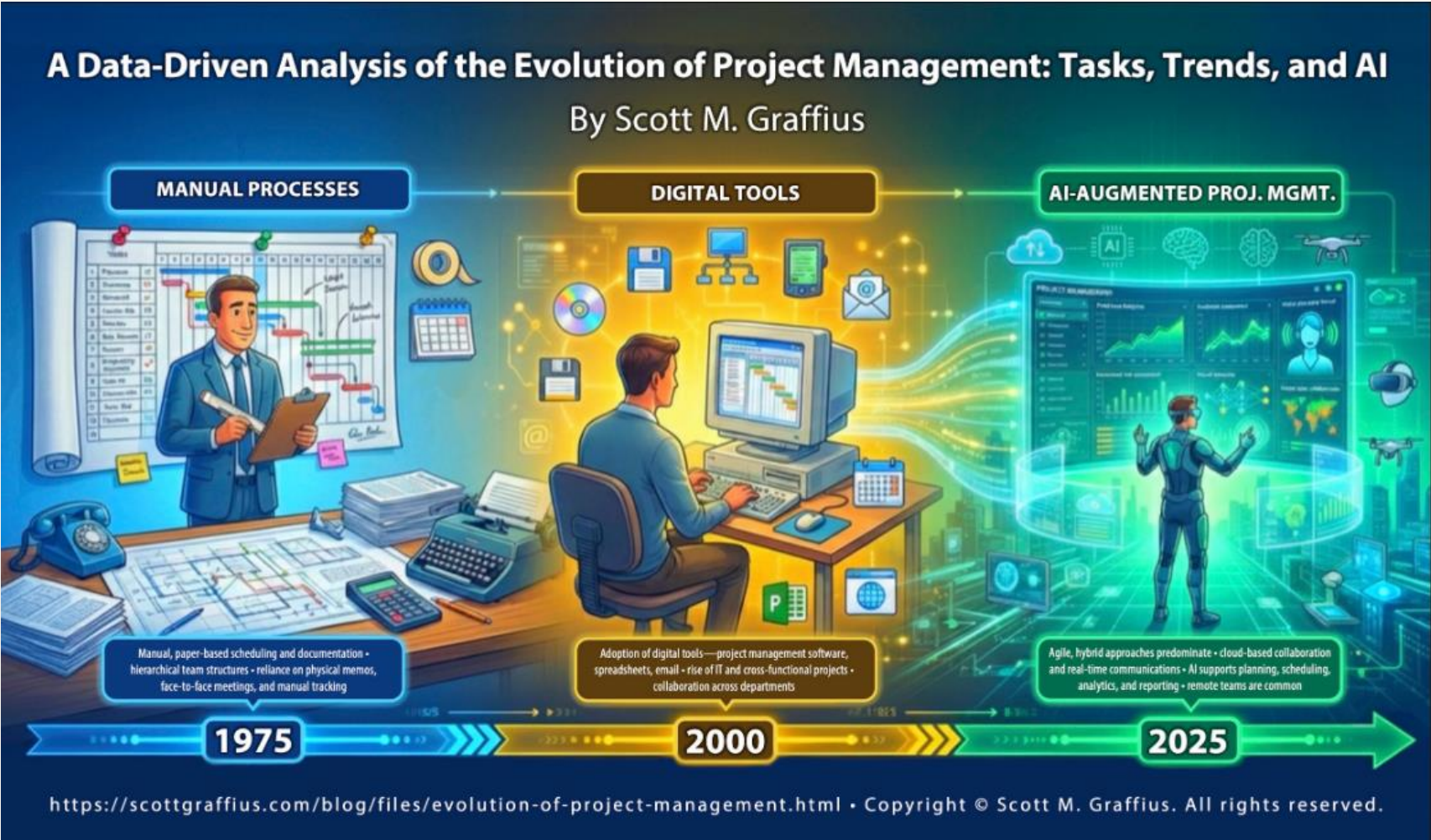
Visual by XRPractices

High levels of technology are part of our everyday lives.



Evolution Overview

Manual to Digital to AI Augmented



Evolution Overview



- Using Gantt sheets and PERT diagrams to automated systems and technology
- Replacing manual processes to implementing large integrated systems
- From million-dollar projects to billion and trillion-dollar projects

Evolution Overview

Project Sizing – Scope, Cost, and Complexity

T-Shirt Sizing



Extra Small (XS)
1-3



Small (S)
4-6



Medium (M)
7-9



Large (L)
10-12



Extra Large (XL)
13-15

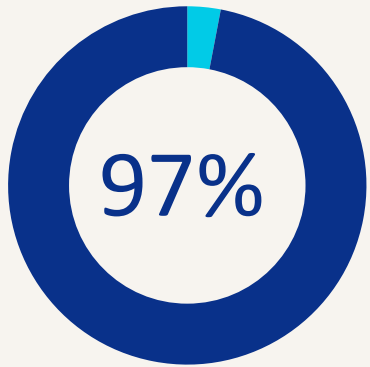


**Giga Projects
(4XL+)**

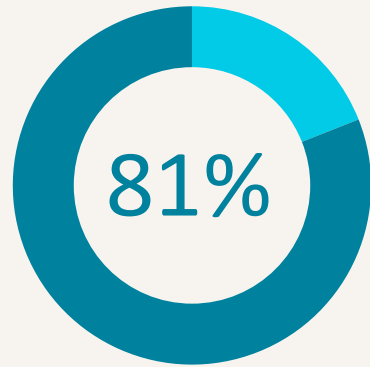
Complexity is Growing

Nearly every project professional has faced complexity in the past year, and the vast majority say it's growing.

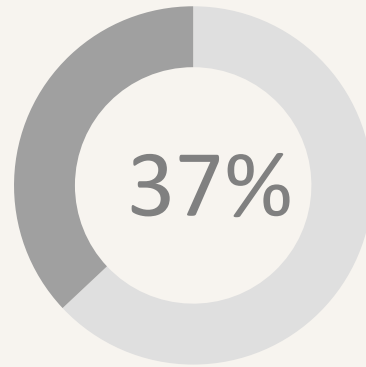
Over 50% of projects are seen as complex across industries.



have faced at least one complex projects



say complexity is growing



report significant increase in complexity

(PMI Pulse of the Profession Survey, 2026)

~60% of projects are complex in:

- Healthcare
- Energy
- Finance
- Telecommunications.

PMI and PPM

PAST

Evolution Overview

PMI and PPM



Project, Program, and Portfolio Management (PPM)

- Lack professional recognition
- Diverse practices and approaches
- Difficult to network with others

Project Management Institute (PMI)

- Created PM standards of practice
- Developed professional credentials
- Formed community of chapters

PMI and PPM – Past

Professional “Void”



- Recognized large void in the project management profession
- Realized effective management of projects were critical to success
- PMI was established as a non-profit organization to develop project management as a profession

PMI and PPM - Past

Establishing the Project Profession



- Created a non-profit organization to support Project Professionals
- Focus on working across industries
- Promoted the establishment of independent chapters to engage with PMI
- Established the “Project Management Professional” certification
- Expanded nationally and globally to become the international authority on PM



PMI and PMP – Past

Global Adoption and Expansion

MEMBERS:

- First member: 5 founding members in 1969
- 100 members reached around 1970
- 1000 members were reached around 1980

CHAPTERS:

- First chapter established in Houston, Texas, in 1974
- First non-NA chapters founded in the late 1980s (West Germany, South Africa)
- 100 chapters reached in 1980
- 200 chapters reached in early 2000s

PMP's:

- First PMP is Eric Jenet, October 6, 1984
- 100 PMP's reached in 1980s, the first cohort was 43 PMPs in 1984
- 1000 PMP's reached 1994



PRESENT

Evolution Overview

PMI and PPM



Project, Program, and Portfolio Management (PPM)

- Lack professional recognition
- Broad practices and approaches
- Difficult to network with others

- Recognized as a profession
- Often requires certification
- Viewed as critical in project success

Project Management Institute (PMI)

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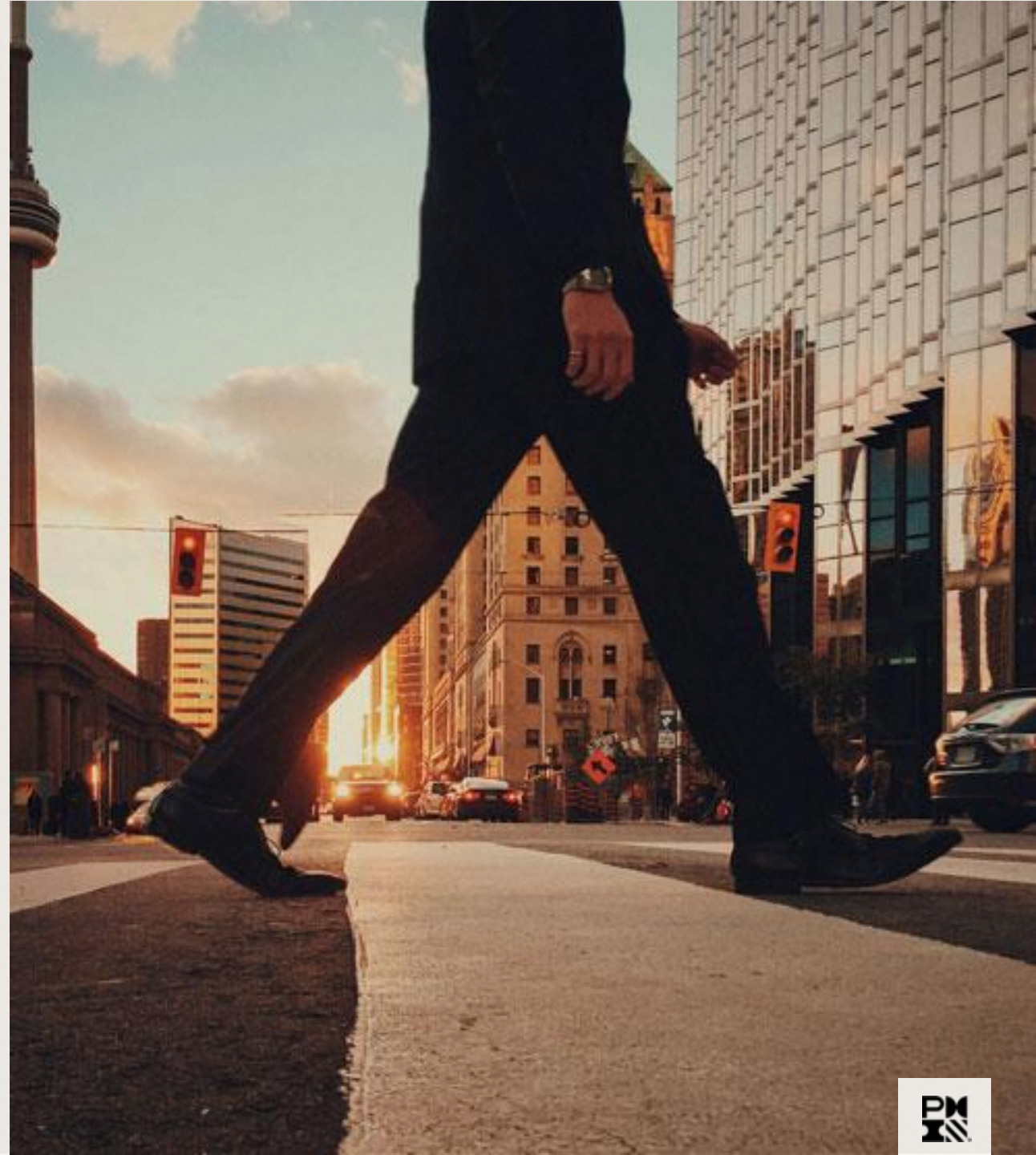
- Global authority in PPM
- Expanding offerings
- Aligning our global community

Our "WHY"

PMI Purpose Statement



Project Management Institute (PMI) is the global authority in project management, committed to advancing the project management profession.



PMI is uniquely
positioned to
create an
impact with
the largest
community of
Project
Professionals

1.87+ M

Active Certifications

770,000+

Members

1,000+

Authorized Training Partners

300+

Chapters

90+

Global Executive Council

18,000+

Volunteers



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

Leading Authority for Project Success

PMIxAI

Employers' Support and Advocacy

Unique and Enhanced Membership Value

Expanded Awareness

ACTIVATION MODEL

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

**INTERNAL
CAPABILITY BUILDING**

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

PMI Agile Alliance

PMI Green Project Management.

PMI Project Management Institute. Cognilytica

Agile

Sustainability

Artificial Intelligence

Giga Projects

PMI

Change Management

PMOs

Social Impact

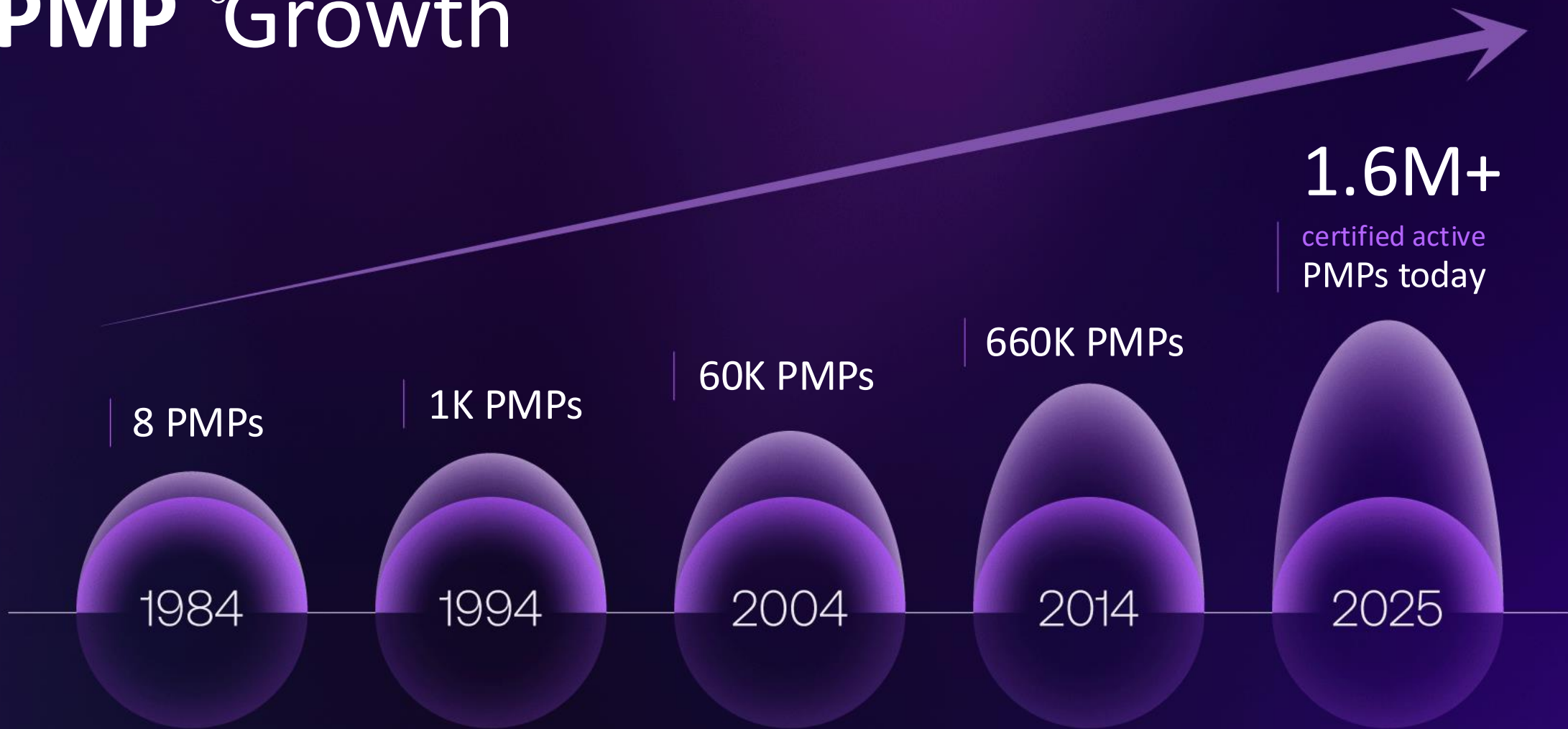
Product Management

PMI PMO Global Alliance

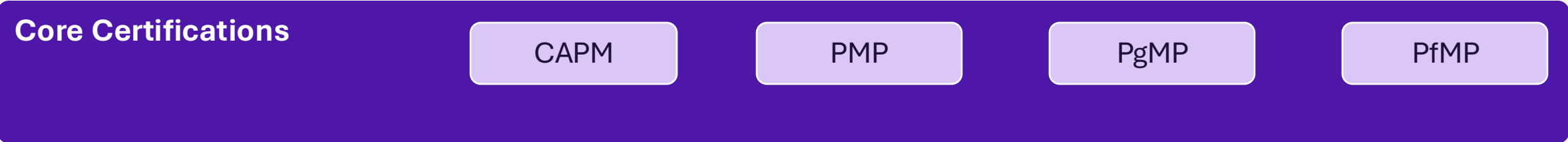
PMI Project Managers Without Borders

PMI Project Management Institute. Educational Foundation

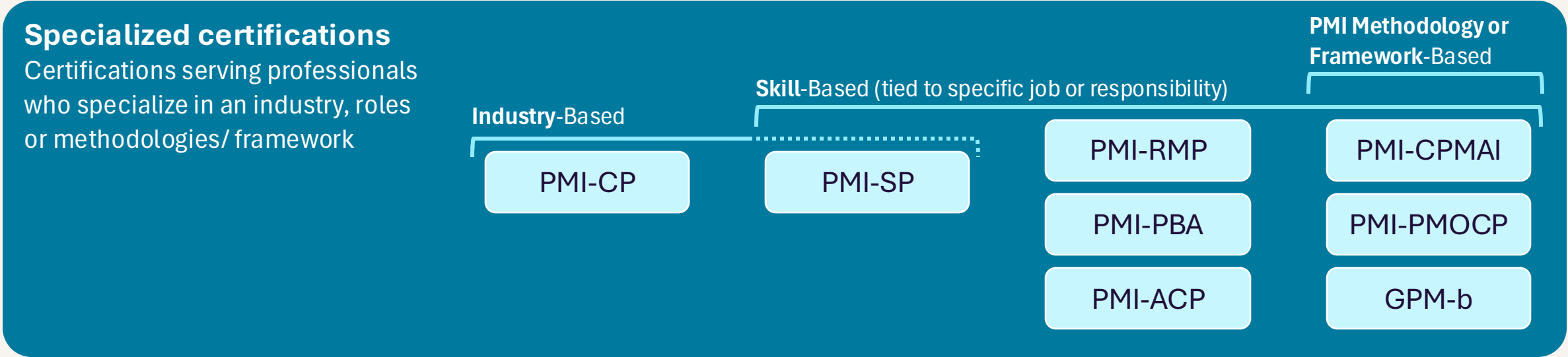
PMP® Growth



PMI Gold Standard Professional Certifications



CAPM = Associate PM PMP = Professional PM PgMP = Program Management PfMP = Portfolio Management

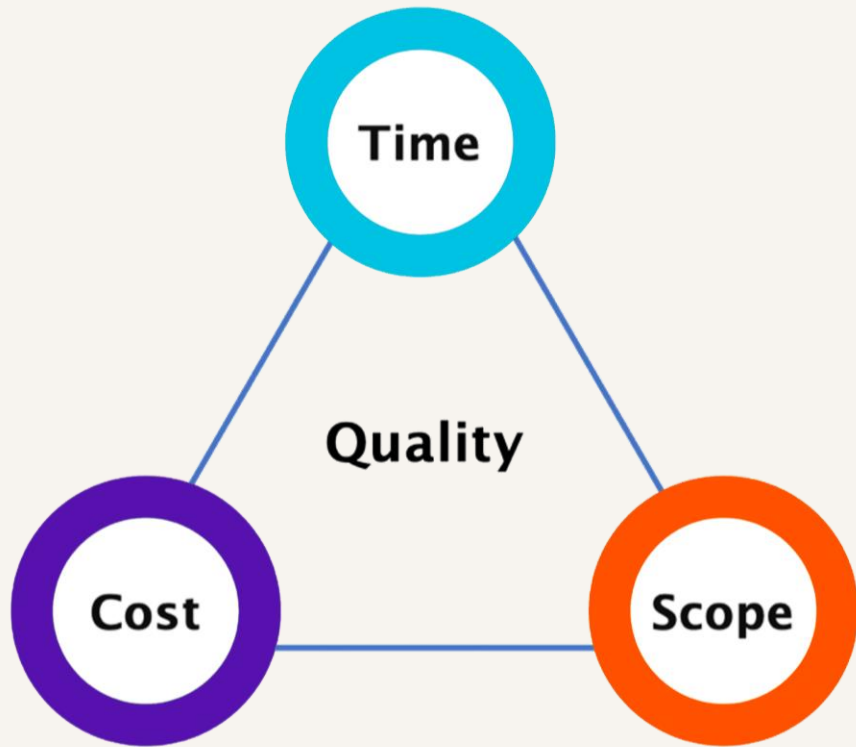


PMI-CP = Construction
 PMI-SP = Scheduling
 PMI-RMP = Risk Management

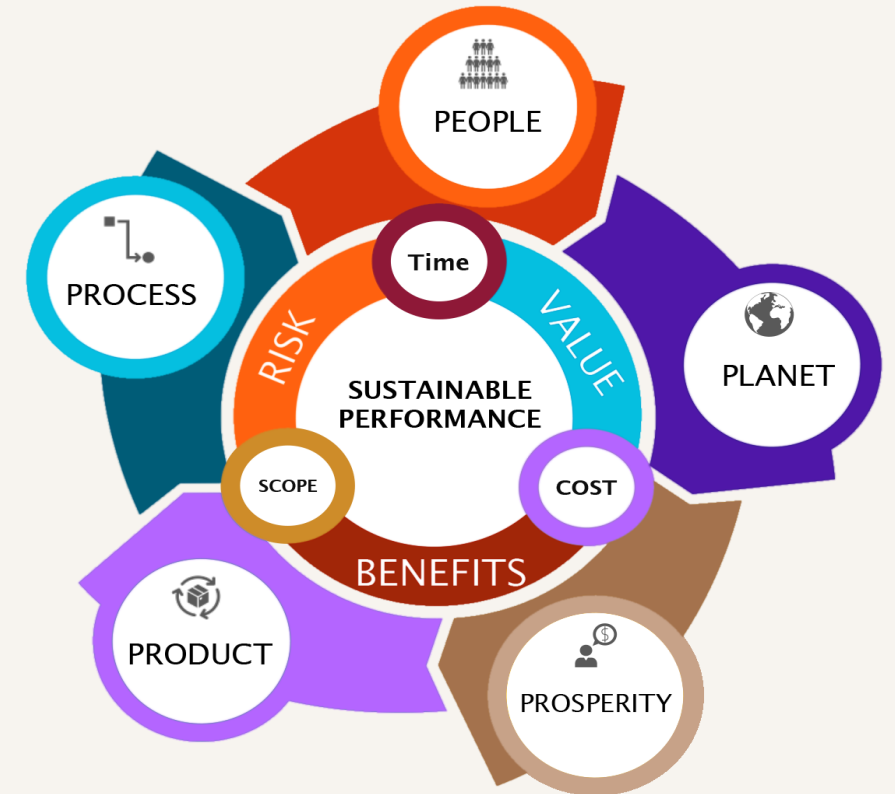
PMI-PBA = Business Analysis
 PMI-ACP = Agile
 PMI-CPMAI = AI

PMI-PMOCP = PMO's
 GPM = Green Project Management

Transition of Project Management to Value Creation



or



FUTURE

PMI and PPM - Future

PMI and PPM



Project, Program, and Portfolio Management (PPM)

- Lack professional recognition
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- Recognized as a profession
- Often requires certification
- Viewed as critical in project success

- **Professional PPM Evolution:**
 - **Artificial Intelligence**
 - **Organizational Changes**
 - **Sustainability**

Project Management Institute (PMI)

- Created PM standards of practice
- Developed professional credentials
- Formed community of chapters

- Global authority in PPM
- Expanding offerings
- Aligning our global community

- **PMI Evolution:**
 - **Artificial Intelligence**
 - **MORE – Project Success**
 - **Enterprise Agility**
 - **Sustainability**
 - **Giga Projects**
 - **Other areas of growth**

What is the importance of AI in project management?

- Leaders are turning AI into a catalyst for long-term value
- AI's impact on organizational goals is of strategy value
- Organizations can be Leaders, Followers, or Laggards
- Integrated strategies outperform siloed efforts
- Projects are the enablers to achieving strategic goals

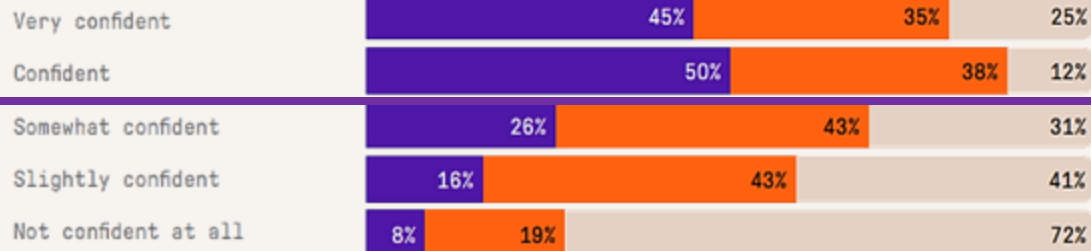


AI is a Valuable Enabler

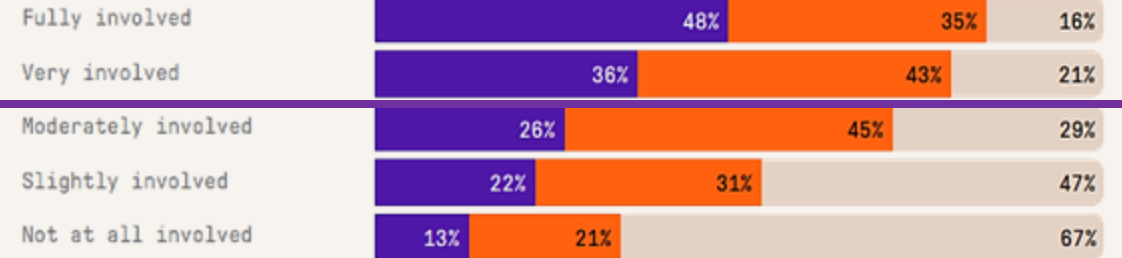
Four critical areas organizations must navigate to effectively integrate AI

■ Leaders ■ Followers ■ Laggards

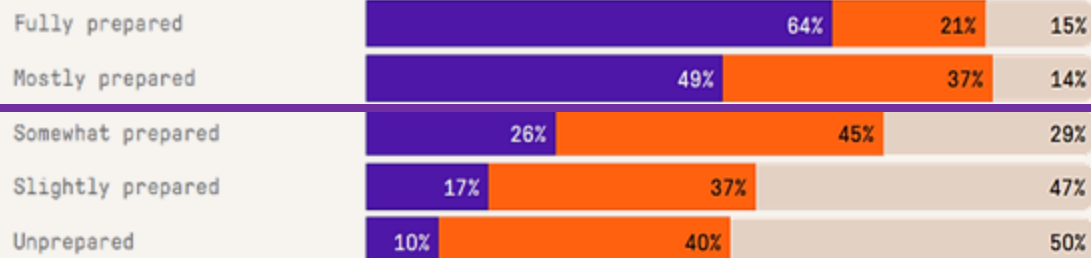
DATA READINESS



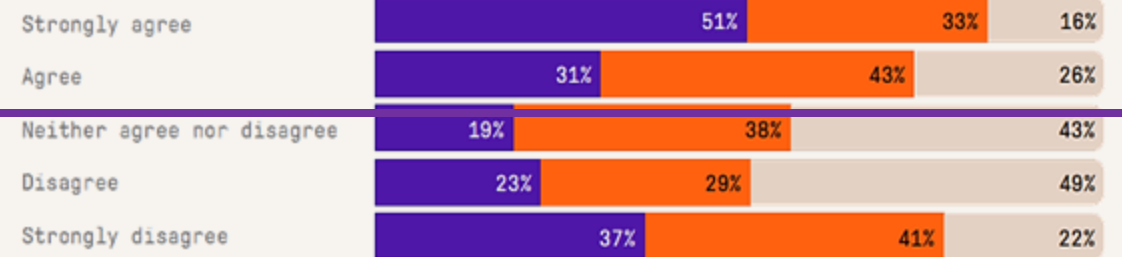
BOARD INVOLVEMENT



LEADERSHIP PREPAREDNESS



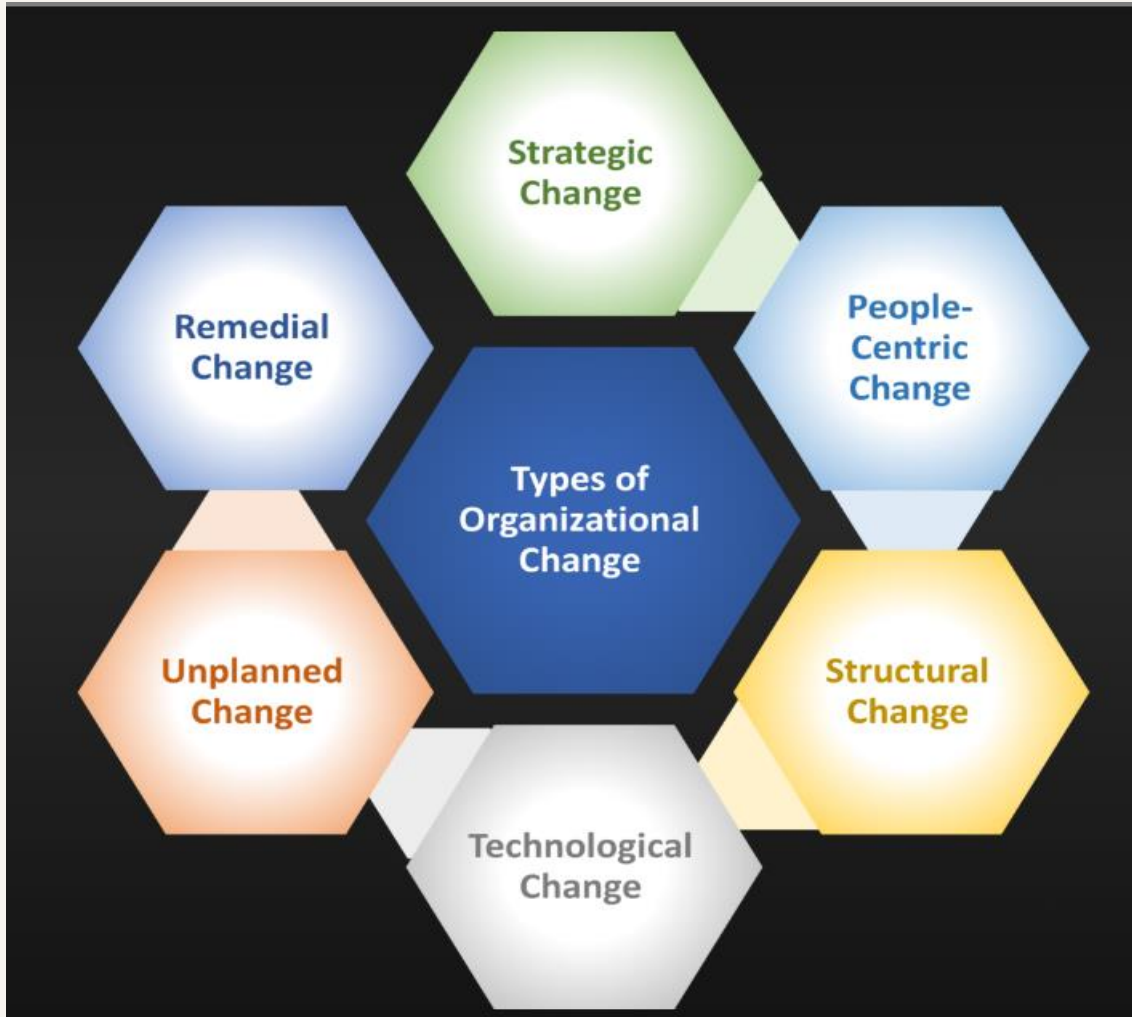
AI FOR SUSTAINABILITY PRIORITY LEVEL



Survey question: How confident is your organization in its data readiness of AI for sustainability?; How prepared are your leaders with skills and competencies critical to effectively leverage AI for sustainability?; What involvement does the Board of Directors have in shaping your AI-driven sustainability strategy?; Please select the answer that best reflects your stance: "Using AI to meet our sustainability goals is a top priority for our organization"
Base size: Laggards n=194; Followers n=262; Leaders n=205.

Organizational Change

Reasons for Change



- Change is constant and is occurring more rapidly than at any other time in history
- The speed of change will accelerate even faster with the adoption of AI
- Enterprise agility is required in this rapidly changing world

Sustainability Goals

Sustainability is a major objective of most governments and businesses.

SUSTAINABLE DEVELOPMENT GOALS



- Sustainability is an imperative to many countries and industries
- Critical to reduce environmental impacts while sustaining growth
- Increasing demand for sustainability professionals in project management

Projects that contribute to sustainability and social good are more likely to be successful

Figure 6 – Projects that Align with Social Impact Have Higher Perceived Success Rates

Aiming higher when defining a project's intended benefits by connecting one or more to a broader societal benefit improves the chances for success.

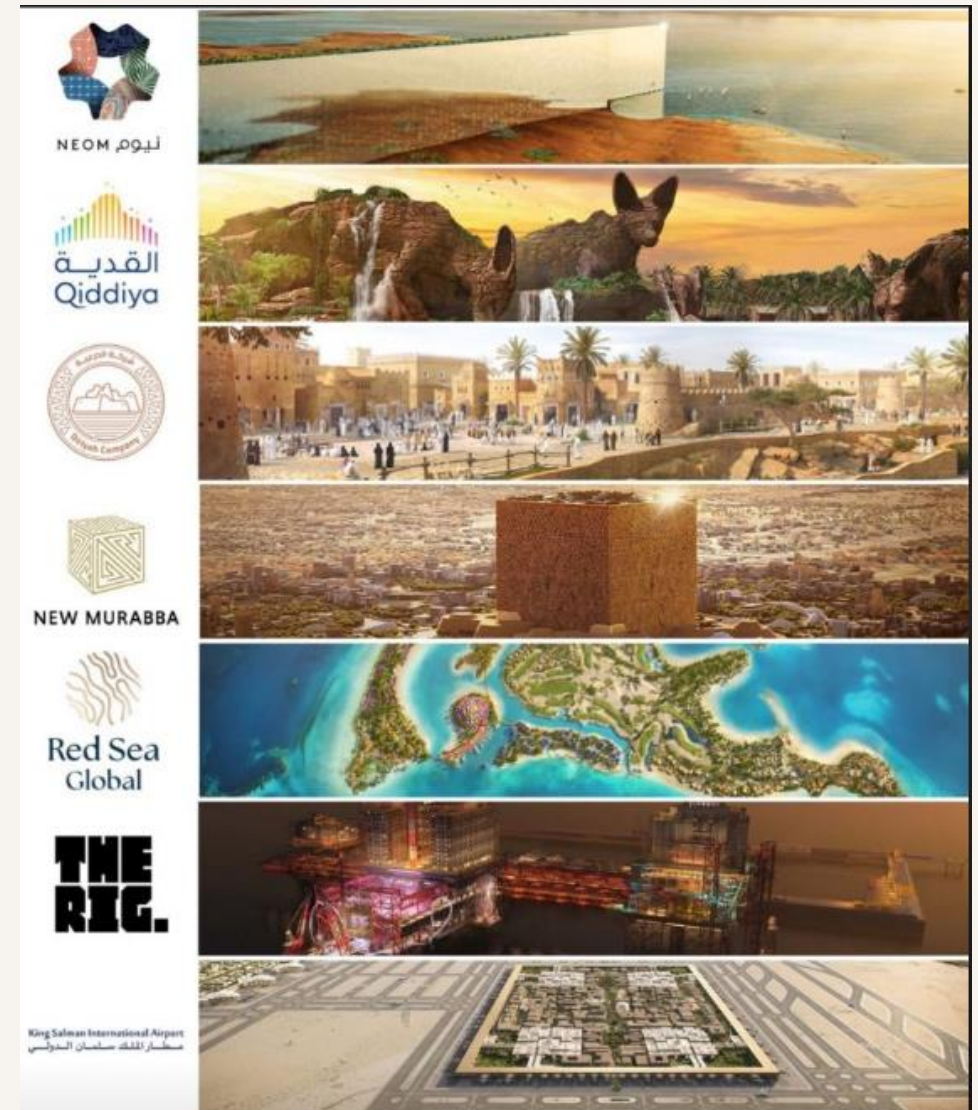


"Maximizing Project Success," Project Management Institute, 2024. [pmi.org/project-success](https://www.pmi.org/project-success)

Giga Projects

Definition

- Complex, transformative, and years-long initiatives often exceeding \$1 Billion USD
- Common in the Middle East with significant infrastructure initiatives
- Impacting key sectors including transportation, energy and power, urban development, social infrastructure, digital infrastructure, and the environment



Project success research (2024, 2025) informed our broader vision for the profession: M.O.R.E.

A project is successful when

Value > Effort + Expense

Manage perceptions

Own project success beyond project management success

Relentlessly reassess project parameters

Expand perspective

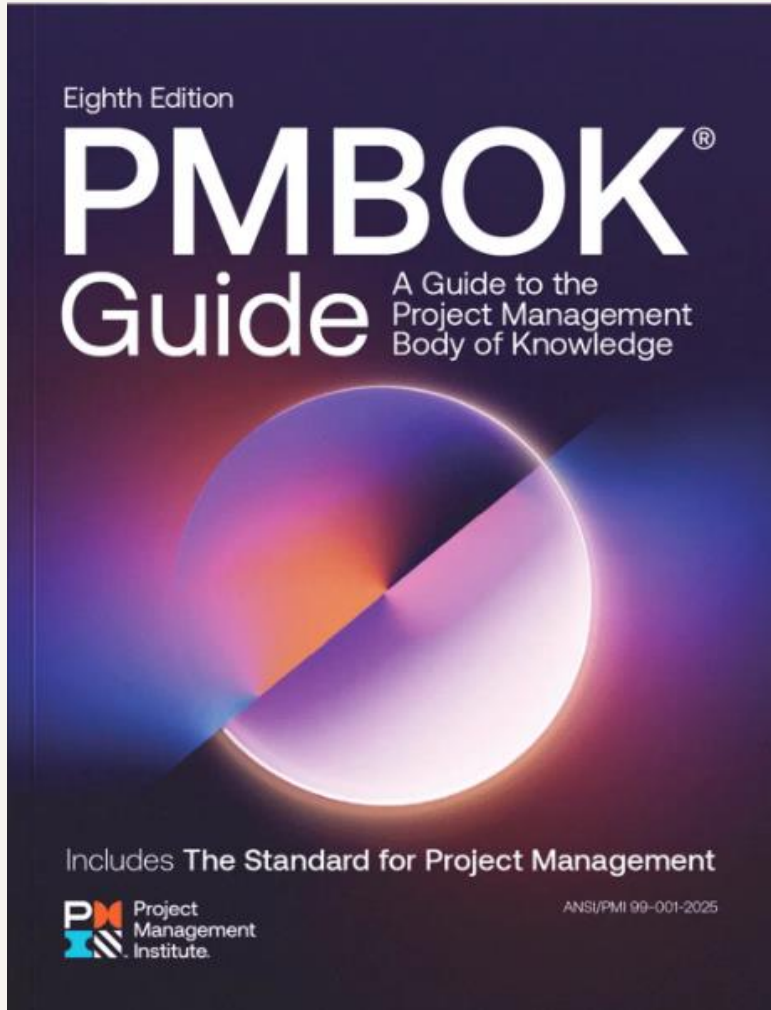
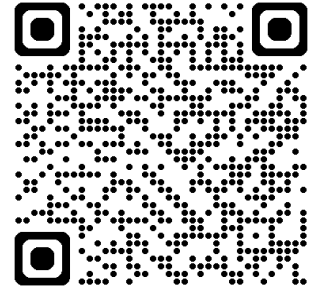
Resources for Your Next Steps

PMI Resources

- Thought Leadership Research Publications
- New Partnerships and Affiliations
- Courses, Webinars, and Training
- Gold Standard Certifications
- Global Network thru Chapters and Membership

PMI Resources

PMP – Project Management Professional



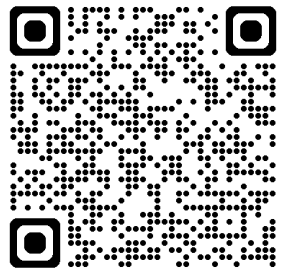
- Major PMP update representing the most data-driven and community informed update in the guide’s history
- Expanded coverage of AI, PMO’s, and procurement
- Emphasis on value delivery, adaptability, and accountability

PMI Resources

PMI Project Success Framework – MORE

Value > Effort + Expense

Delivered value that was worth
the effort and expense



Maximizing Project Success

Elevating the impact of the Project
Profession. Elevating the impact
on our world.



- In 2024, the largest PMI research study engaged over 10,000 project professionals across geographies and industries
- The results created a new definition focused on value creation in both execution and outcomes
- Accomplishing a higher level of project success requires doing M.O.R.E.

Manage perceptions

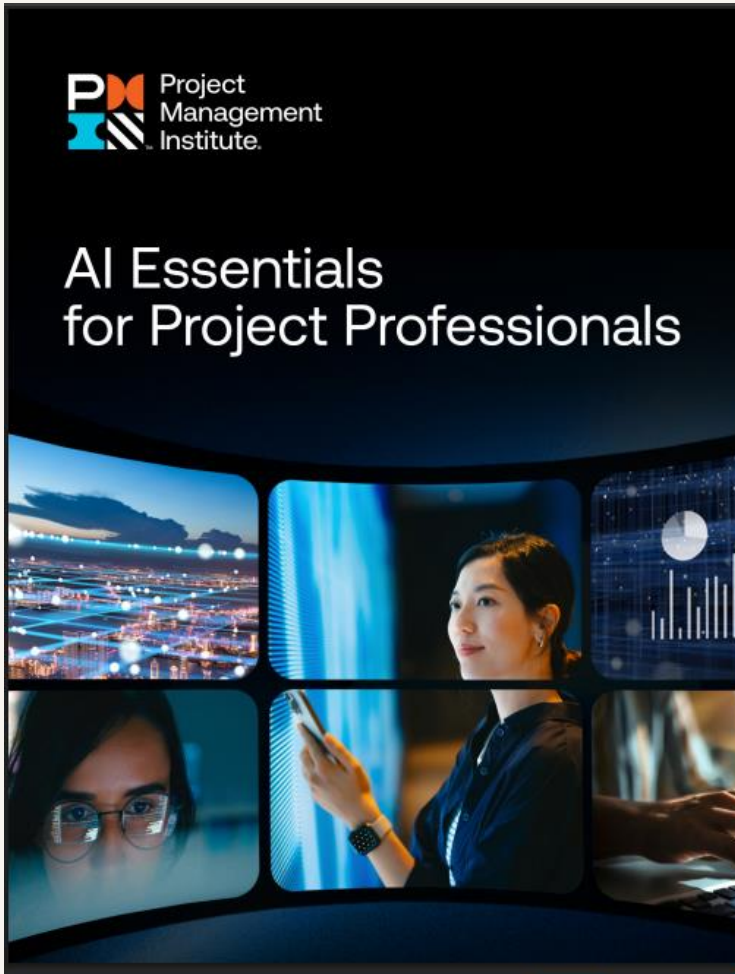
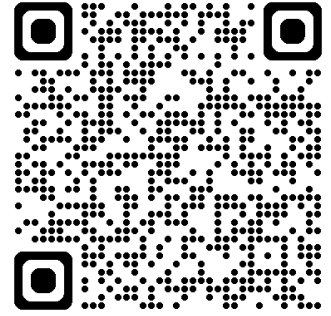
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PMI Resources

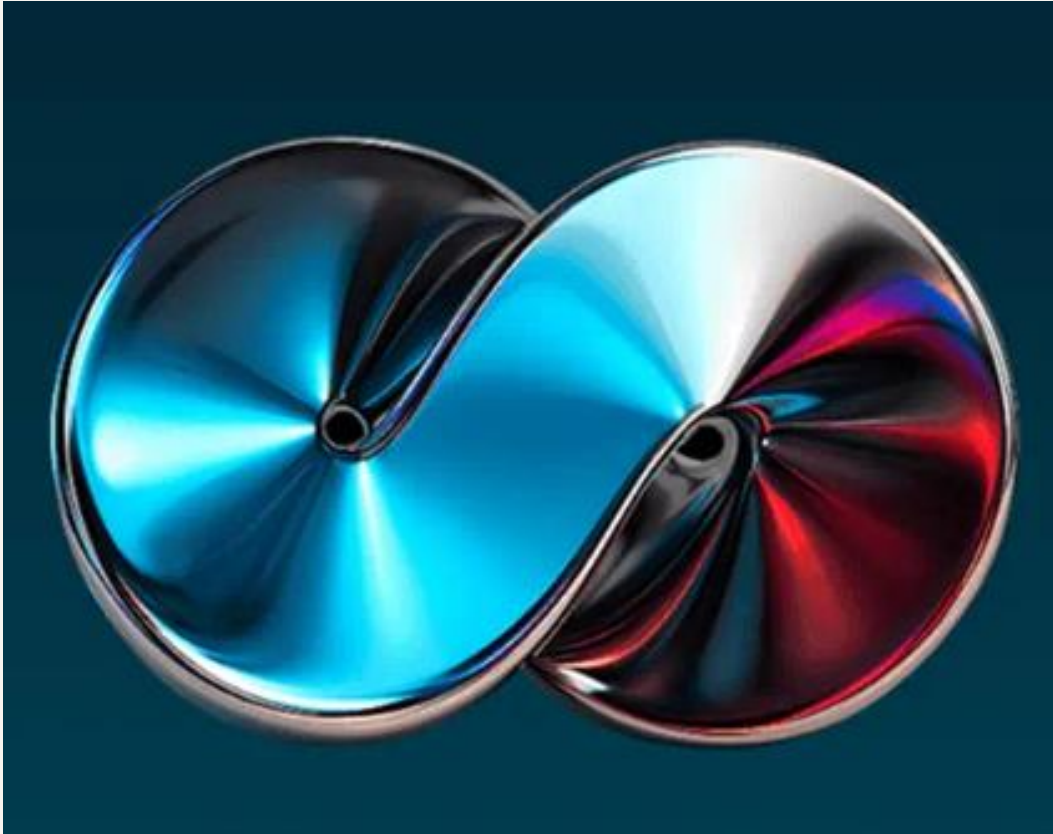
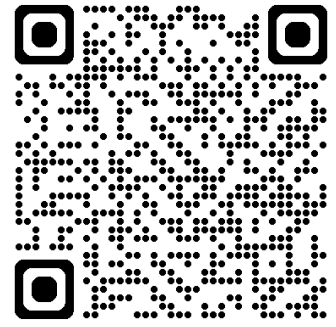
PMI – AI Courses and Certification



- Defines AI types, categories, goals, patterns, and application utilization
- AI Training and Certification provide skills, tools, and strategies for successful use of AI in PM
- Multiple AI courses available to at no charge members

Infinity Tool

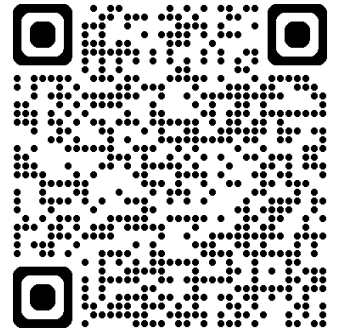
Infinity AI Tool



- Delivers project-specific guidance grounded in global standards and expert insights
- Powered by multiple leading generative AI models
- Available online and through the PMI mobile app that is available free to members

PMI Resources

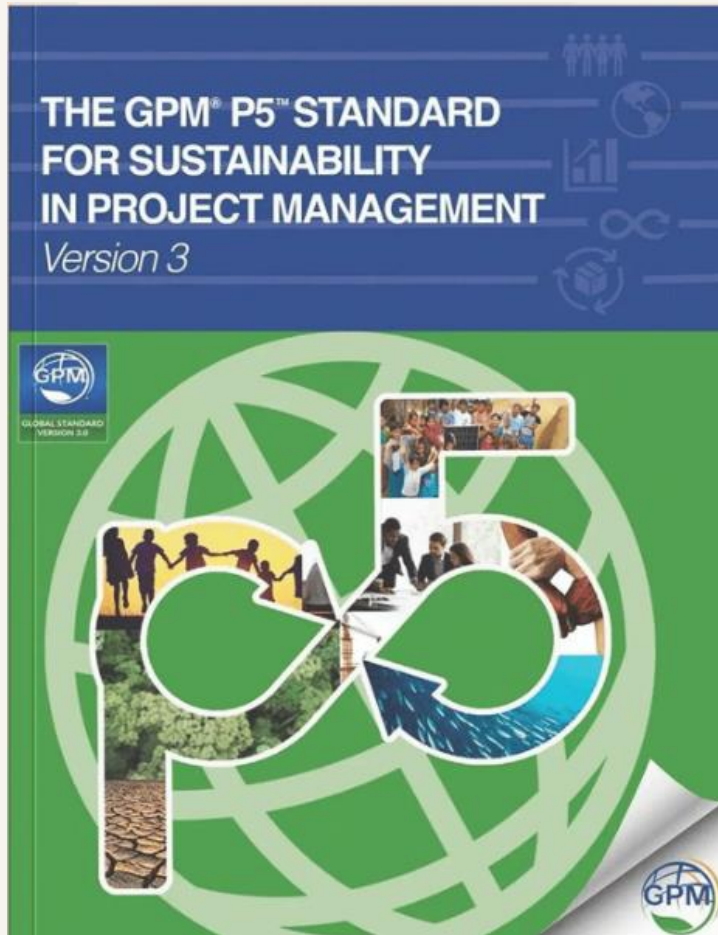
PMP-CP – Construction Professional



- Prepares construction project managers to lead, plan, and manage large engineering and construction projects
- Developed by experienced construction management professionals
- Provides multiple courses specifically designed to the unique needs of construction professionals

PMI Resources

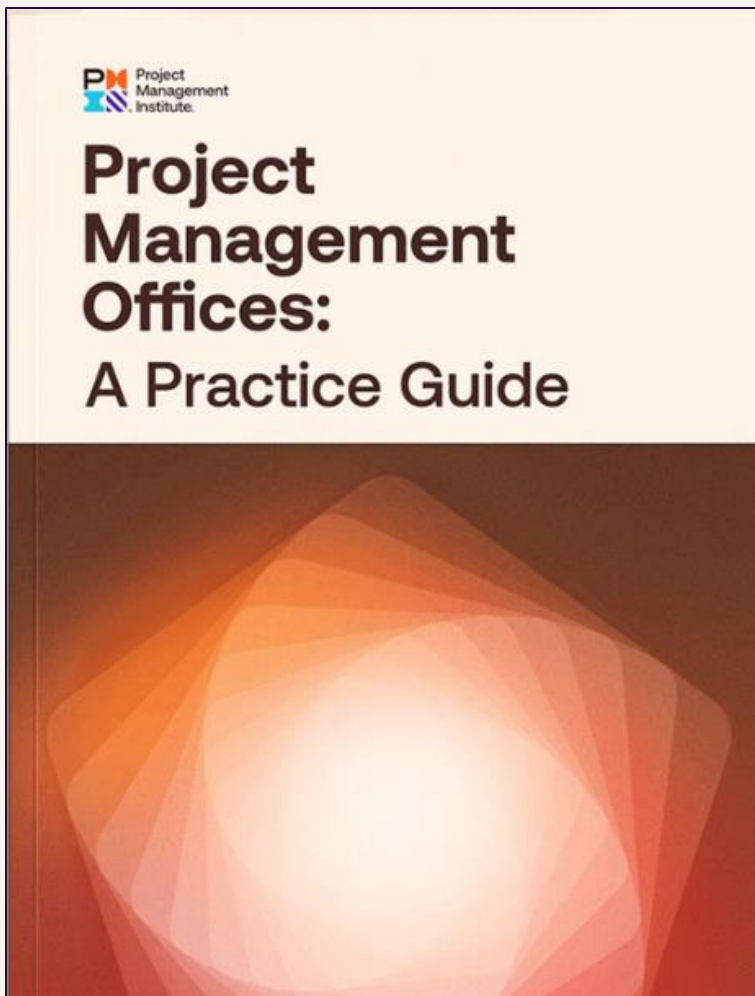
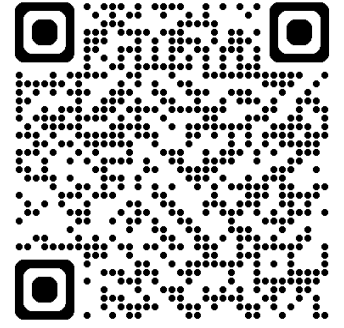
PMI Green Project Management Standard – GPM



- PMI partnership with Green Project Management (GPM) to advance sustainability into projects
- GPM P5 Standard provides comprehensive guide for sustainability in project management
- Multiple resources are available including publications, blogs, and examples of successful sustainability initiatives

PMI Resources

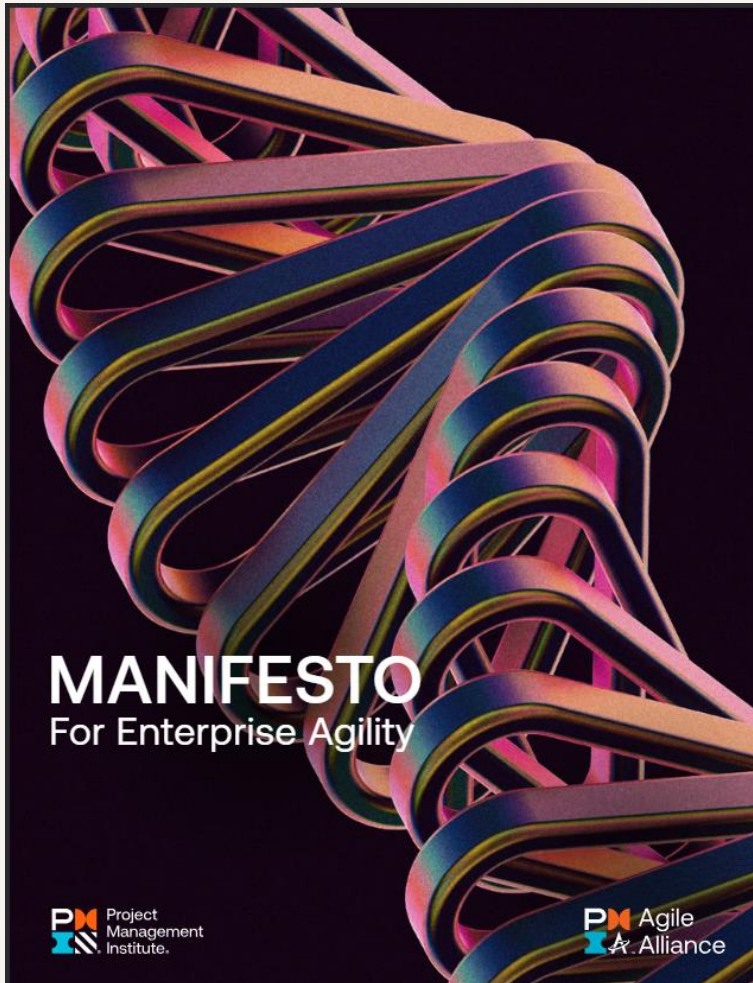
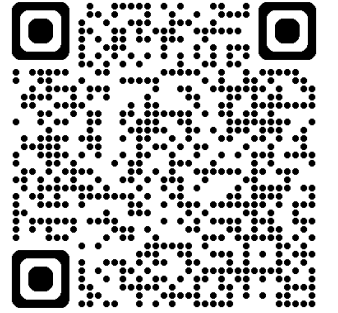
PMOGA – PMO Global Alliance



- Validates and elevates experience project professionals in key PMO roles
- Provides a global professional network of PMO professionals
- Develops advanced leadership capabilities and strategic thinking skills essential for PMO roles

PMI Resources

Enterprise Agility – New Manifesto



- Released by PMI Agile Alliance in March 2026
- Provides agility beyond teams and projects to the entire organization
- Focuses on how leaders build and run the organization for enterprise-level agility

PMI Resources

Global Events

- Brings PMI events and expertise to regions around the world
- Provides expansive variety of sessions, training, and networking opportunities
- Reinforces how much our profession has in common with people in other countries and cultures

Upcoming Global Events

Connect with Project Professionals worldwide, expand your knowledge, sharpen your skills, and build lasting relationships while discovering how maximizing project success can elevate our world. Explore a variety of events designed to inspire and elevate your project success.



PMI® Global Summit Series
Lisbon

29-30 April 2026

[Register Now >](#)



PMI® Global Summit Series
Seoul

10-11 June 2026

[Register Now >](#)



PMI® Agile 2026

26-28 July 2026 | National Harbor, MD, USA

[Register Now >](#)



PMI® Global Summit Series
Cape Town

14-15 September 2026



PMI® Global Summit 2026

October 21-24, 2026 | Detroit, MI, USA

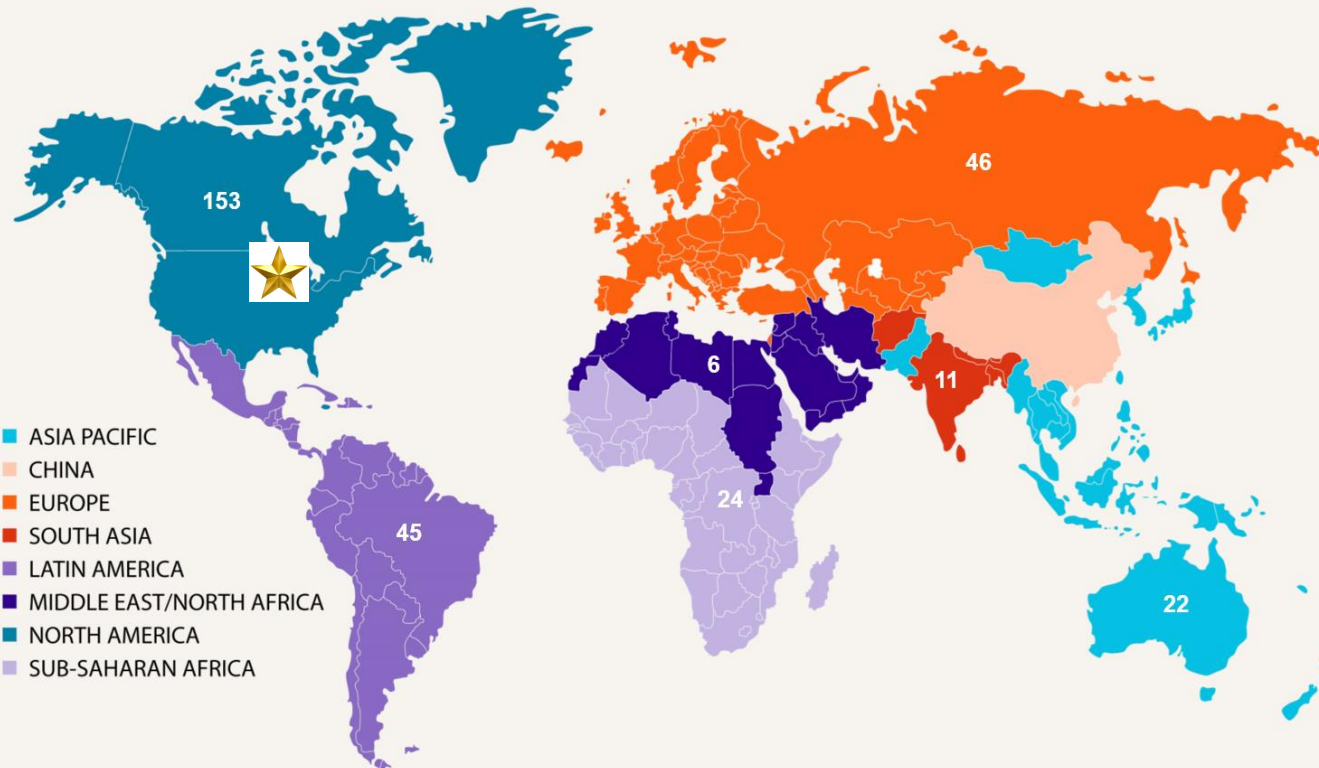
Details Coming Soon



Very close to MN and WI this year

PMI Resources

PMI Global Professional Network – Chapters and Membership



- PMI is the world’s largest project professional organization with over 300 chapters
- The PMI Community has over 770,000 members in a global network
- PMI membership provides access to a wide array of professional publications, courses, and certifications

Thank you!!

