



# *Globalization and Governance*

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# PMI in 30 Seconds

- Global Not-for-Profit Professional Association
  - More than 340,000 members, 250 chapters in almost 200 countries
  - Advancing the profession since 1969
  - Regional offices/service centers in China, Belgium, Japan, India, Singapore, Australia, and the United States
- Global Standards and Credentials
  - 13 global standards developed and updated by working professionals
  - Almost 3 million copies of *PMBOK® Guide* in circulation
  - 5 globally recognized certifications for project managers and project team members – Agile certification coming in 2011
  - More than 430,000 certification holders worldwide
- Advocacy to Industry, Government, Educators
- All of the Hallmarks of the Profession

# Globalization & Governance

In the beginning

PMI's tenets begin to have global reach

1969-1979

1980-1989

- PMI incorporates in PA. PMI corporate matters governed by PA law.
- Component governance guided by local law
- Founders act as executive leadership

- First Project Management Quarterly published
- First NA chapter chartered
- First full-time employee hired

2,363 members (# of countries not known)

- First international Chapter chartered
- First Executive Director hired
- First 'view' of Ethics published

- PMP® program begins....supports "portability" of PM knowledge
- Publishing Division established

7,356 members in 80 countries

# Globalization & Governance

Planning underway for global governance

Global governance becomes a reality

1990-1999

2000-2011

- Strategic Leadership Forum introduces policy governance (member delegates summoned)
  - Policy Governance adopted by members
  - PMI Components required to incorporate locally
- First PMI Standard published, defacto global standard for PM (3M in circ.)
  - Brand identify changed to include the globe
  - PMI first appears on the WWW

54,998 members in 108 countries

- GPAT motion to “start planning and implementation for PMI globalization...” approved by BoD
- Knowledge based decision making becomes standard BoD practice
- Governance model adapted to include BoD Standing Committees
- BoD adopts focused Program of Work
- Strategic Plan adopted... words ‘world’ and ‘global’ included
- Increased global diversity present on BoD
- PMI conducts immersion workshops

# Governance & Globalization

Global governance becomes a reality (con't)

2000-2011

- Staff implementation of global initiatives begins
- Regional offices open in Brussels, Singapore, Beijing, Mumbai, Sydney, Washington, DC; staff in S. Korea, Latin America
- Service centres expanded to serve globally (USA, India, Singapore, Netherlands)
- Global development model created
- Robust strategic business management capabilities implemented
- Creation of development fund (R&D) approved by BoD

2000-2011

- Best in Class Board strategic management capabilities
- Code of Ethics & Professional Conduct published (applies globally)
- BoD Development Program enhanced
- Board Elections – % of eligible members voting substantially greater from outside USA by 2010

- Staff development program created with emphasis on global needs
- Alignment of PMI globally and locally (e.g., Chapters, offices)

underway

341,906 members in 186 countries

# Key Take-Aways

- There is such a thing as Global Governance
- Although essential, alone it is not enough to ensure success
- Global *value-proposition* must exist or be created
- Capabilities and Capacity for global development must be aligned
- Governance must transform in advance of strategy
- Investment in governance and Boards pays the greatest dividends
- Continuous learning – strategic and operational learning loops
- Clear roles and responsibilities
- Skin in the game at all levels (global, regional, local)

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