

## Together, let us maximize project success and truly elevate our world!<sup>1</sup>

### Interview with Pierre Le Manh, PMP

President and CEO  
Project Management Institute



**Interviewed by Yasmina Khelifi**  
International Correspondent, PM World Journal  
Paris, France

#### Introduction to the interviewee

Pierre Le Manh is President and CEO of the Project Management Institute (PMI), the world's leading organization for project professionals, providing universally recognized professional certifications including the PMP, lifelong learning and development, and content platforms and resources to 40 million professionals in more than 200 countries.

Since taking the helm in 2022, Pierre has led a broad transformation and expansion of PMI, positioning the organization at the forefront of the artificial intelligence revolution in project management. He defined a clear purpose and strategy, reignited growth, scaled operations, and strengthened PMI's capabilities both organically and through a series of strategic acquisitions and partnerships.

Before joining PMI, Pierre served as Global Deputy CEO and CEO North America of Ipsos, one of the world's largest market research companies, where he led major transformations and integrations, establishing deep collaborations with leading

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technology companies and doubling profitability. Earlier in his career, he was successively CEO of a digital publishing company in France and Global CEO of Consodata, a European pioneer in data-driven marketing. He started his career as a management and technology consultant at Accenture.

Pierre serves on the Advisory Board of the Global Peter Drucker Forum and as a French Foreign Trade Advisor to the French government. He is a dual American and French citizen, fluent in English, French, and Italian.

Listen to Pierre on his podcast, [The Shift Code](#), or follow him on [LinkedIn](#).

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## Interview

**Q1:** Thank you for accepting our invitation. It's been three years since we last interviewed you<sup>2</sup>; can you remind our readers a little bit about PMI?

**Pierre Le Manh (Le Manh):** "PMI is the world's leading authority for project management and, for that matter, project success. Our global community now includes about 1.85 million active certification holders, representing 7% year-over-year growth. We have more than 763,500 PMI members, more than 411,000 chapter members, and more than 18,500 active volunteers. This is an all-time record. Our expanding community remains one of PMI's greatest strengths.

"Our purpose is quite ambitious: We maximize project success to elevate our world. Essentially, we believe that projects and project professionals can have a significant impact on our world, helping us all tackle the challenges we are all facing.

"How do we pursue that purpose? Mainly, we provide nearly 40 million project professionals worldwide with the resources, tools, thought leadership, learning opportunities, gold-standard certifications, and networking opportunities they need to stay on top of their game and to thrive as the world evolves.

"We often sum up our intent with the following. Our goal, as an organization, is to:

- drive collaboration across industries and geographies;
- champion innovation, including AI-enabled capability building;
- build grassroots capacity through chapters and communities;
- advance equity so the profession grows stronger with more impact; and,
- strengthen outcomes by advocating for practices that maximize success

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<sup>2</sup> Khelifi, Y. (2023). From Project Managers to Changemakers! Interview with Pierre Le Manh; *PM World Journal*, Vol. XII, Issue I, January. Available online at <https://pmworldlibrary.net/wp-content/uploads/2022/12/pmwj125-Jan2023-Khelifi-Interview-with-Pierre-Le-Manh.pdf>

“This seems like the perfect time to plug our website, [www.pmi.org](http://www.pmi.org), where you can go to find out all about our work, the resources we provide, and how you can get involved.”

**Q2:** What is PMI's strategy for the coming years?

**Le Manh:** “We continue to execute against our PMI:NEXT strategy, which we officially launched in January 2024. The strategy was designed for the long term, though we continue to challenge our assumptions as we execute our objectives.

The strategy, like everything we do at PMI, is rooted in our culture values, Aim Higher, Make It Easy, Be Welcoming, Embrace Curiosity, and Together We Can, and is developed in pursuit of our purpose to maximize project success to elevate our world. This foundation provides stability for our long-term vision.

“Other key elements of PMI:NEXT are what we call our strategic plays. There are three of them. First, we seek to leverage our core strengths by building out community-generated knowledge platforms and resources. We've already made significant strides in the past 3 years, including rebuilding our pmi.org website, releasing our new mobile app, and developing PMI:Infinity AI assistant. Second, we will continue to support the project community with career-long learning and development. Here, we are continuously expanding our offering to aspiring project professionals, all the way through to advanced professionals. We offer learning resources and reports, as well as networking, volunteering, and mentoring opportunities to support professional development. Lastly, we will continue to enhance our gold-standard professional certifications, ensuring they remain credible, relevant, and stringently applied.

“PMI:Next also contains a section “How we operate” that guides our enterprise projects and other transformation efforts. The list of specific initiatives we pursue each year might change, but the strategic plays, as well as our culture values and purpose, remain unchanged.”

**Q3:** What are some of the areas that project professionals need to focus on to stay future-ready, and how is PMI preparing them to compete?

**Le Manh:** “We're already getting used to the volatility of our current world. One of the key forces we need to pay attention to is the progress and adoption of AI. Its impact is both disruptive and full of opportunities. Organizations, as well as industries and communities for that matter, need to consistently transform, adapt, and evolve. We see our role as ensuring that project professionals have the knowledge and resources to facilitate those successful transformations.

“Our groundbreaking research on Project Success and the M.O.R.E. vision for the profession offers guidance on how the profession should step up more broadly. We encourage project professionals to manage perceptions and apply advanced stakeholder engagement; to own project success beyond project management success

– with strong project execution and high-quality outcomes as table stakes; to relentlessly reassess project parameters towards maximized value delivery; and to keep expanding their perspectives towards broader context and domain knowledge, utilizing their curiosity and career-long learning.

“To keep evolving the profession and offer the most relevant topics to upskill project professionals, we identified 8 content and innovation platforms that we believe will shape the future of project work.

“Those 8 areas are AI, Sustainability, Agile, PMOs, Gigaprojects, Social Impact, Product management, and Change management.

“For each of these 8 platforms, we are building out full ecosystems of resources, including thought leadership, research, professional certifications, eLearning, and communities of practice, to support project professionals. Some of that work will require more focused organic efforts. For some of the platforms, we have pursued partnerships, acquisitions, and other formal relationships. I point to our acquisitions of PMOGA, Cognilytica, Project Managers Without Borders, and Agile Alliance, as well as our PMI’s majority stake in the new joint venture with GPM (Green Project Management).

“These relationships and collaborations ensure that PMI members have access to the latest and most robust resources available in the areas that really matter.”

**Q4: What are the priorities regions / continents where PMI would like to develop?**

**Le Manh:** “We are growing in all regions, of course, and we will continue to emphasize growth across the globe.

This year, in January, I already visited and supported our teams and business partners in China. This trip was full of learning and active discussions with project professionals that I enjoy. There is a great deal of potential in China. We have close to 600,000 active certification holders, and we keep expanding our reach.

“Our opportunity in China is to expand our impact with corporations, the government, and academic partners, leveraging the best of what PMI can do, while adapting to the country’s specific regulations, culture, and collective ambition.

“We will support professionals in China as we do everywhere in the world. Successful projects - led with purpose and ethics - have the potential to reduce waste, improve lives, and ultimately contribute to a better world, in China and elsewhere.”

“Apart from China, we see a lot of potential in our other regions – the Middle East and North Africa, Europe, South Asia, Asia and Pacific, North America, Sub-Saharan Africa, and Latin America. Our Talent Gap report shows clearly the demand for skilled project

professionals around the globe, and I'm very proud of our robust network of local chapters that are extending our impact and presence.

**Q5:** I have noticed that many PMI employees are passing PMI exams and are very active on social media. Is there a rationale behind that?

**Le Manh:** “I have certainly encouraged our employees to attain some level of PMI certification, and I have made it a requirement for my senior leadership team. I actually attained my PMP back in 2024. I think experiencing a product is the best way to understand it, get closer to our community, and best identify areas for improvement.

“As for social media, LinkedIn is a critical contact point for many members of our community, so I feel it's important for me and my team to meet our community where they are. Personally, I use LinkedIn to share news, to monitor external perspectives, and to engage in conversations that inform my own perspectives. I honestly see it as an invaluable tool, and I hope everyone will follow me if they don't already!”

**Q6:** PMI is very active in the AI space. Can you talk about why you decided to emphasize AI? Also, as a CEO, how do you use AI?

**Le Manh:** “When you read the news on any given day, you will see the impact of AI on our world and the job market. I believe that AI will be a net positive for the project profession. But to achieve that impact, we need to learn and embrace this technology. It would be a mistake to stick our heads in the sand and ignore it.

“This is why we decided early to prepare our community for the impending impact of AI by launching our global initiative PMIxAI already in 2023. As part of PMIxAI, we developed learning and certification resources, an AI-powered assistant PMI Infinity, launched global research to always offer the latest insights, and embedded the topic in our global and regional events. In 2025, PMI continued to lead in this space. PMI Infinity has now surpassed 180,000 unique users, more than 1 million learners have registered for our AI-related digital learning offerings, and PMI-CPMAI is the fastest-growing certification in our portfolio.

The best way to navigate an AI future is to understand it and leverage the technology to innovate, challenge the status quo, and do the work differently with more efficiency. I don't think that AI will replace project professionals, as you might see some claims on social media. It will raise the floor of our work and automate much of it, but human creativity, ingenuity, strategic insight, empathy, and oversight will remain essential.

“As a CEO, I use generative AI most days for routine tasks. It saved me valuable time that I can dedicate to more strategic work. But I still need to verify AI outputs. At the end of the day, anything I generate or even leverage from AI is my accountability. That's a good lesson for us all.”

**Q7:** What are your personal aims as the PMI CEO?

**Le Manh:** “Back in November, at our 2025 Global Summit in Phoenix where more than 5,000 project professionals from around the world gathered, I talked a bit about the legacy that I’d like to leave at PMI.

“Like all CEOs, I want to leave the organization better and stronger than when I found it. But more than that, I would like to be seen as a driving force behind the elevation of the project profession. I want project management to be seen as essential by leaders and organizations across all geographies and industries. I want project professionals to be recognized for their work, but also for their ethics, impact, and innovation, and to be set on career paths toward senior leadership roles. Lastly, I want our global community to be more united and impactful than ever, poised to grow, to thrive, and to contribute positively to the world around us.”

**Q8: Do you have any last messages?**

**Le Manh:** “Yes. I have three messages for project professionals looking to enhance their careers, deliver more successful projects, and impact our world.

“First, take the M.O.R.E. call to action, which I covered earlier, to heart. Project work is more than just checking boxes. It’s about leading, advocating for your teams, communicating with your executives, engaging your stakeholders, and delivering actual value.

“Second, If you want to do M.O.R.E. you need to have pride in your work and confidence in your abilities. Project work is essential. It can affect real, positive change. And project professionals make it happen. Be proud, stand tall, and never stop learning!

“Lastly, engage with PMI. Join your local chapter. Absorb our research. Get certified. I promise, it will make all the difference in your careers!”

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## About the Interviewer



**Yasmina Khelifi**

Paris, France



**Yasmina Khelifi**, PMP, PMI- ACP, PMI-PBA is an experienced project manager in the telecom industry. Along with her 20-year career at [Orange SA](#) (the large French multinational telecommunications corporation), she sharpened her global leadership skills, delivering projects with significant manufacturers and SIM makers. Yasmina strives for building collaborative bridges between people to make international projects successful. She relies on three pillars: project management skills, the languages she speaks, and a passion for sharing knowledge.

She is a PMP certification holder since 2013, a PMI- ACP and PMI-PBA certification holder since 2020. She is an active volunteer member at PMI France and PMI UAE, and a member of PMI Germany Chapter. French-native, she can speak German, English, Spanish, Italian, Japanese and she is learning Arabic. Yasmina loves sharing her knowledge and experiences at work, in her volunteers' activities at PMI, and in projectmanagement.com as a regular blogger. She is also the host and co-founder of the podcast [Global Leaders Talk with Yasmina Khelifi](#) to help people in becoming better international leaders.

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