

We will continue to elevate project management from a tactical function to a core strategic capability¹

Interview with Miranda Wang

Managing Director
Project Management Institute (PMI) China



Interviewed by Yasmina Khelifi

International Correspondent, PM World Journal
Paris, France

Introduction to the interviewee

Miranda Wang is Managing Director of Project Management Institute (PMI) China, where she leads the region's business and operational development in alignment with PMI's integrated global strategy and initiatives. With a demonstrated track record in strategic brand development, government relations, operations management, digital marketing, and revenue growth, she brings extensive cross-sector leadership experience to her role at PMI China.

Before joining PMI, Miranda served as Managing Director, Greater China Region at Educational Testing Service (ETS), where she successfully led the strategy formulation and local market implementation of multiple core products.

¹ How to cite this work: Khelifi, Y. (2026). We will continue to elevate project management from a tactical function to a core strategic capability, Interview with Miranda Wang, PMI, *PM World Journal*, Vol. XV, Issue IV, April.

Recognized among Fortune China’s “Most Powerful Women in Business - Future List” in 2023. She is also a frequent public speaker, sharing insights on leadership and career development to inspire young professionals. Her expertise and leadership have earned her roles as an Executive Council Member of the Center for China and Globalization (CCG), among other accolades.

Miranda holds a Master of Education from the University of Cambridge and a Bachelor’s degree from Shanghai International Studies University. She is currently pursuing a Ph.D. in Innovation and Leadership at New York University. She lives with her family in Beijing.

You can connect with her on [LinkedIn](#).

Interview

Q1: What are your duties as a Managing Director for the Project Management Institute’s (PMI) China region?

Miranda Wang (Wang): Thank you for inviting me to share my insights with PMWJ readers. I’ve been with PMI and leading China for over eight months.

As Managing Director of PMI China, I oversee business and operational growth in alignment with PMI’s global strategy. My focus includes driving strategic planning, fostering innovation, and ensuring strong alignment between local execution and global priorities.

My responsibilities also involve promoting cross-sector collaboration, advancing project management talent development, preparing the younger generation for dynamic careers in project management, and building organizational capabilities to support successful project delivery and sustainable growth. I am also committed to positioning PMI China as a local value co-creator—closing talent gaps and elevating the strategic impact of project management across industries.

Q2: Can you explain how PMI works in China? I once tried to find some volunteers to be in touch with, but I was told it doesn't work like that.

Wang: In China, PMI operates through a structured local entity—PMI China—aligned with PMI’s global strategy while adapting to local needs. We work closely with government bodies (e.g., China International Talent Exchange Foundation), top universities, industry leaders, and Registered Education Providers (R.E.P.s) to promote project management standards, grow the certified talent pool, and run programs such as the PMI China Awards, PMI China Excellence in Project Management University–Industry Collaboration Initiative, etc.

For over 50 years, PMI's incredible volunteer community has been an integral part of our success as the leading project management association. Embodying the spirit of "Together We Can," our global volunteers make a critical impact.

Outside China, PMI's global volunteer network includes over 17,000 certified professionals engaged through formal chapter structures. Over the past 20+ years of development, Mainland China alone has more than 700,000 PMI-certified professionals—over one-third of the global total—making it the world's second-largest project management community.

Given China's unique operating model, we do not have local chapters. Instead, thousands of volunteers participate through PMI China-led webinars, events, and programs, contributing via both in-person and virtual roles, individually or as teams, to strengthen the profession.

Q3: What are PMI's ambitions in the China region?

Wang: Today, project management is a strategic, AI-powered global capability critical to strategy execution, business results, talent development, and innovation. As PMI's second-largest market, China has vast untapped potential. We aim to be a local value co-creator, integrating global standards with world-class project practices and future-ready talent development in China.

Our top three key ambitions are:

- **Scale talent development to meet surging demand.** Close China's projected 13.6 million project management talent gap by 2035, we will empower over 10 million people to understand project management within three years, and enable organization professionals to develop the capabilities needed to deliver tangible real-world impact and value.
- **Accelerate the introduction of PMI's latest global offerings into China.** Especially in AI, sustainability, and digital learning, intending to enable Chinese professionals to adopt cutting-edge project management securely and efficiently, raising success rates in complex, high-uncertainty environments.
- **Strengthen ecosystem collaboration.** PMI China will continue working with government bodies (e.g., China International Talent Exchange Foundation), Registered Education Providers, top universities, and industry leaders to cultivate talent, recognize excellence, and showcase China's project management achievements worldwide.

In summary, PMI's ambition in China is to grow a world-class project management community, empower enterprises to execute strategy and expand globally with

confidence, and fuse global standards with China’s innovation strength to drive value creation in the AI and sustainability era.

Q5: What are the characteristics of projects/programs in China?

Wang: Projects and programs in China are typically large-scale, fast-paced, and strategically aligned with national and industrial development priorities. They involve complex stakeholder coordination, strong policy alignment, with strong emphasis on efficiency, risk management, growing focus on digital transformation, and sustainable delivery. For example,

- **World-class complexity & innovation:** projects (e.g., Beijing Olympics, Shenzhen urban build-out, Yarlung Tsangpo hydropower) rank among the most complex and innovative globally.
- **Strategic execution focus:** used as the main path to turn strategy into deliverables; PMs act as “strategy translators” aligning resources and execution.
- **Strong ESG & dual-carbon integration:** many projects embed green goals (e.g., Iraq GPP cut CO₂ by 3.53M tons/year; Brazil PV plant created 5,000 jobs), serving as China’s “green calling card” abroad.
- **Digital & AI adoption:** leading in integrating digital tools and AI (e.g., Desay SV’s intelligent driving platform cut verification cycles by 40%).
- **Large-scale cross-sector collaboration:** involve government, academia, industry, and global partners; supported by ecosystems like PMI China’s university-industry initiatives.

Q6: What are the links of PMI with Chinese universities? And how is project management perceived and taught?

Wang: PMI’s ties with Chinese universities are deep and well structured, currently centered on the PMI Global Accreditation Center (GAC) and PMI China Excellence in Project Management University–Industry Collaboration Initiative. With these two programs, 9 top universities, including Tsinghua University, Shanghai Jiaotong University, and Tongji University, equip their undergraduate and postgraduate students with the global standards knowledge, skills, and competencies sought by employers across business, government, and nonprofit sectors worldwide.

As we explore a wider range of university links, we are impressed by how they perceive project management as a must-have, evolving, and transferable skill to bridge the mismatch between what they taught at school and corporate skill and experiences needs, amid a rapid changing market and emerging new tech adoption, especially in the current employment market pressure.

In order to deliver project management lessons more effectively, many universities will choose to become PMI Registered Education Providers (R.E.P.s) and send their teachers to learn and get PMI-certified.

Q7: What do you envision for advancing the profession?

Wang: I envision advancing the project management profession by **embedding AI and digital tools into daily practice, strengthening sustainability-focused delivery, and building future-ready talent at scale**. We will continue to elevate project management from a tactical function to a core strategic capability that drives enterprise success, innovation, and long-term growth.

To further advance the profession, we encourage the whole **ecosystem** — including PMI, companies, universities, governments, education providers, and C-suite and HR leaders — to **work together**. This way, we can create greater value for both business and social development, with project management knowledge, skills and mindset.

Q8: A more personal question: How did you come to work at PMI?

Wang: Joining PMI as China Managing Director was a natural evolution from my previous work in international education assessment for the project management field. I deeply resonated with PMI's mission — “maximize project success to elevate the world” — because it mirrors my own belief that individual capability development drives organizational development and social progress. Both my previous executive role and PMI's share a core aim: helping people better and getting things done. This alignment made PMI a logical career next step, allowing me to work at the intersection of talent capability building and industrial advancement, thereby expanding value creation.

Q9: Do you have a last message?

Wang: Embrace curiosity and continuous learning, and believe in ourselves!

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.

Yasmina can be contacted at <https://yasminakhelifi.com/> or LinkedIn:
<https://www.linkedin.com/in/yasminakhelifi-pmp-telecom/>

Visit her correspondent profile at <https://pmworldlibrary.net/yasmina-khelifi/>