

Project Management Update from Italy¹

End of July 2026



By Alessandro Quagliarini

International Correspondent for PM World Journal

Rome, Italy

First half 2026 activities from the Project Management Communities' Associations in Italy

Introduction

Project Management is undergoing a profound transformation. While the discipline has traditionally been associated with planning, scheduling, and project delivery, today's organizations increasingly recognize it as a strategic capability that enables governance, organizational resilience, innovation, and sustainable value creation. This evolution is reflected not only in the continuous development of international standards and methodologies but also in the initiatives promoted by professional associations, academic institutions, and public organizations. In this second 2026 report from Italy, the contributions presented illustrate how the Italian Project Management community is actively supporting this transition through conferences, research, educational initiatives, organizational maturity models, and public sector engagement. Although each article focuses on a different initiative, together they provide a comprehensive picture of a

¹ How to cite this work: Quagliarini, A. (2026). Project Management Update from Italy, report, *PM World Journal*, Vol. XV, Issue VIII, August.

profession that is expanding its role beyond project execution to become a key driver of organizational performance, public value, and societal development. They also demonstrate how collaboration among professionals, volunteers, institutions, and young practitioners continues to strengthen the Project Management community both nationally and internationally.



The Associations of Project Management Community in Italy



The Project Management Institute: Northern Italy's Chapter (PMI-NIC)²; Central Italy's Chapter (PMI-Central Italy)³; Southern Italy's Chapter (PMI-SIC)⁴

PMI Italy Forum 2026 – *Steering the Future*: Project Managers as Drivers of Transformation

On 19 June 2026, the PMI Italy Forum returned for its ninth national edition, bringing together project management professionals from across Italy at the Lingotto Congress Centre in Turin. Jointly organized by the PMI Northern Italy Chapter, PMI Central Italy Chapter, and PMI Southern Italy Chapter, the annual Forum has become the country's flagship event dedicated to the advancement of project management knowledge, professional networking, and community engagement. Under the theme "Steering the Future," this year's Forum focused on the evolving role of Project Managers as leaders of organizational transformation, innovation, and sustainable value creation. More than a technical conference, the event offered an opportunity for practitioners, executives, academics, students, and institutional representatives to exchange ideas on how the profession is adapting to an increasingly complex, digital, and rapidly changing environment. Hosted by the PMI Northern Italy Chapter, the 2026 edition welcomed participants from every region of Italy, including a large delegation of members and volunteers from the PMI Southern Italy Chapter. Throughout the day, the Forum once again demonstrated one of PMI's greatest strengths: its ability to connect professionals from different industries, organizations, universities, and institutions while fostering collaboration and the exchange of experiences.

² <https://www.pmi.org/chapters/northern-italy>

³ <https://www.pmi-centralitaly.org/>

⁴ <https://www.pmi-sic.org/>



The Opening session at PMI Italy Forum 2026

Rather than presenting a collection of independent presentations, the Forum was structured around the major trends identified by the Project Management Institute as shaping the future of the profession. The opening keynote was delivered by Davide Amabile of Leonardo⁵, whose presentation, *"Transformation Engine: How the Role and Competencies Evolve from PMO to VMO,"* examined the evolution of governance structures supporting project delivery. His keynote illustrated how organizations are moving beyond traditional Project Management Offices toward Value Management Offices, placing strategic value creation at the center of organizational decision-making.

Artificial Intelligence, arguably the most disruptive force currently affecting project management, was explored by Marinella De Simone and Dario Simoncini from the Complexity Institute. In their presentation, *"How Generative AI Is Transforming the Strategic Competencies of Project Managers,"* they argued that AI is not simply another digital tool but a catalyst for redefining the competencies required of project professionals.

⁵ <https://www.leonardo.com/it/home>

Leadership, critical thinking, ethical awareness, and the ability to combine human judgment with AI-supported decision-making will become increasingly essential.

The transition from project-based organizations toward product-oriented organizations was illustrated by Lorenzo Baraldo of Unipol⁶ through the case study *"From Project to Product: The Unica Unipol Journey across Omnichannel Services, Value Delivery, and Insurance Transformation."* His presentation demonstrated how continuous value delivery is progressively replacing the traditional project-centric mindset adopted by many organizations.

The complexity of large-scale infrastructure programs was addressed by Manuela Rocca of TELT⁷ in *"The Cross-Border Section of the Turin–Lyon Railway: A Major European Project and the Challenge of Territorial Integration."* Her contribution highlighted how governance, stakeholder engagement, international cooperation, and long-term planning become decisive success factors when managing mega-projects involving multiple countries and institutions.

Project management's contribution to society was effectively illustrated by Claudia Ducange, representing "Fondazione Casa di Carità Arti e Mestieri"⁸. Through the presentation of the *L.E.I. Project – Supporting a Dignified Future*, she demonstrated how project management methodologies can support initiatives promoting social inclusion, employment opportunities, and community development, reinforcing the discipline's growing social impact.

Sustainability represented another recurring theme throughout the Forum. Chiara Mazzoli of Chiesi Farmaceutici and Edoardo Favari of "POLIMI Graduate School of Management"⁹ and Capgemini¹⁰ delivered the presentation *"The Rough Diamond: Every Project Holds Value Waiting to Shine."* Their session encouraged organizations to evaluate projects through broader value criteria that include environmental, social, and long-term strategic impacts alongside traditional financial performance.

Organizational transformation within cultural institutions was the focus of Samanta Isaia of the "Egyptian Museum"¹¹ in Turin. Her presentation, *"The Egyptian Museum in Transformation: Project Management between Heritage Preservation and Innovation,"* demonstrated how structured project management practices can successfully balance innovation while preserving historical identity and cultural heritage.

⁶ <https://www.unipol.it/>

⁷ <https://www.telt.eu/it/>

⁸ <https://www.casadicarita.org/>

⁹ <https://www.gsom.polimi.it/>

¹⁰ <https://www.capgemini.com/it-it/>

¹¹ <https://www.museoegizio.it/>

The conference concluded with a panel discussion featuring Tom Bloemers, member of the PMI Global Board of Directors, together with Chiara Canavera, Donatella Calderini, and Angelo Elia, Presidents of the three Italian PMI Chapters. Their discussion provided an international perspective on the future of project management and reaffirmed the profession's strategic role in enabling organizational resilience, innovation, and sustainable transformation.



PMI Italy Forum 2026 Volunteers

Behind the Forum: Project Management in Action

One of the most valuable lessons emerging from the Forum extended beyond the conference sessions themselves. The event was also a remarkable example of project management applied in practice. The successful organization of the 2026 Forum resulted from a collaborative journey that began immediately after the conclusion of the 2025 Forum in Bari. Over twelve months, an ambitious vision gradually evolved into *Steering the Future*, thanks to the dedication, professionalism, and enthusiasm of dozens of volunteers from the three Italian PMI Chapters. Throughout the closing ceremony, heartfelt appreciation was expressed to all volunteers who devoted their time,

competencies, and passion to planning and delivering the event. Their contribution once again demonstrated how volunteer leadership represents one of PMI's greatest assets, creating opportunities for professional development while strengthening relationships across the project management community. Special recognition was given to the Project Managers of the initiative, Elena Venuti¹² and Gianmaria Borgonovo¹³, whose leadership guided the Forum from its initial concept to its successful execution. Appreciation was also extended to Graziella D'Amico¹⁴, who coordinated all on-site activities and ensured the smooth management of the event for speakers, sponsors, volunteers, and participants alike. The organization of the Forum itself became a living example of the discipline it celebrates: careful planning, stakeholder engagement, collaborative leadership, risk management, and continuous coordination transformed an ambitious vision into a successful national event.

A Community Looking Ahead

Beyond its technical content, the PMI Italy Forum reaffirmed the strength of the Italian project management community. Participants from different industries and regions shared experiences, expanded professional networks, and strengthened collaborations that will continue long after the conference. During the closing ceremony, the PMI Northern Italy Chapter formally passed the organizational baton to the PMI Central Italy Chapter, which will coordinate the next edition of the Forum. Participants were invited to meet again in Cagliari in 2027, where new ideas and innovative formats are expected to continue the Forum's tradition of excellence.

¹² <https://www.linkedin.com/in/elena-venuti-478b12151/>

¹³ <https://www.linkedin.com/in/gianmariaborgonovo/>

¹⁴ <https://www.linkedin.com/in/graziella-d-amico-3867941/>



PMI Italy Forum 2026 venue

Final Reflections

Several common themes emerged throughout the day. Artificial Intelligence, sustainability, product management, organizational transformation, mega-projects, governance evolution, and social impact may appear to be different topics, yet together they describe the same evolution of the profession. Project Managers are no longer expected simply to deliver projects on time, within budget, and according to scope. Increasingly, organizations require professionals capable of leading change, enabling innovation, managing complexity, engaging stakeholders, and creating sustainable value.

In this respect, *Steering the Future* proved to be much more than the title of a conference. It reflected a broader vision of project management as a strategic capability that enables organizations and society to navigate uncertainty while shaping a better future. As the Italian PMI community now looks toward Cagliari and the 2027 Forum, the Turin edition will be remembered not only for the quality of its presentations but also for the collaborative spirit, volunteer commitment, and shared purpose that made the event a tangible demonstration of project management in action.



PMI Italy Forum 2026 Resume Poster



The International Project Management Association (IPMA ITALY)¹⁵

PM Championship 2026: Developing the Next Generation of Project Management Leaders

During this first half 2026 there are no one news from IPMA Italy at the moment if not from its young crew that report results from the annual PM Championship. The future of project management depends not only on the continuous evolution of standards, methodologies, and organizational practices but also on the ability to inspire and develop the next generation of professionals. In this context, the PM Championship, promoted by the IPMA Young Crew under the umbrella of the International Project Management Association (IPMA), has become one of the most significant international initiatives dedicated to young project management talent.

The 2026 edition, hosted by the University of Piraeus in Athens, Greece, represented an important milestone in the evolution of the competition. Bringing together a record number of participating countries from Europe, Asia, Africa, and Australia, the Championship demonstrated how project management has become a truly global discipline, capable of connecting students and young professionals across cultures through a common professional language. Although the PM Championship is structured as an international competition, its real value extends well beyond rankings. Participants are challenged to solve realistic project management cases, work under time pressure, defend their decisions before an international jury, and collaborate effectively within multicultural teams.

These activities simulate many of the situations encountered by project managers in real organizational environments, requiring not only technical knowledge but also leadership, communication, negotiation, critical thinking, and decision-making capabilities. The competition therefore represents a unique experiential learning environment where

¹⁵ <https://ipma.it/ipma/>

theoretical knowledge acquired at university is transformed into practical competence. One of the most remarkable achievements of the 2026 edition was its international dimension. For the first time, fifteen national teams participated in the final event, representing countries from Europe together with delegations from Asia, Africa, and Australia. This diversity reinforced one of the fundamental principles of project management: although organizations, cultures, and industries may differ significantly, the principles of collaboration, stakeholder engagement, planning, and value creation remain universally applicable.

The multicultural environment also encouraged participants to exchange ideas, compare educational approaches, and build professional relationships that are likely to continue throughout their careers. The Championship concluded with the Award Ceremony celebrating the outstanding performance of the participating teams.

The final ranking awarded:

- **First Place – Spain**
- **Second Place – Greece**
- **Third Place – Poland**

While these teams achieved the highest scores, the organizers emphasized that every participant contributed to the success of the Championship through commitment, teamwork, creativity, and professionalism. Recognition was also given to the PM Championship organizing team, **the IPMA Young Crew Greece**, and the event sponsor, whose combined efforts ensured the successful delivery of the international competition. An important characteristic of the PM Championship is its educational philosophy. Unlike traditional examinations that primarily assess theoretical knowledge, the Championship evaluates participants' ability to apply project management principles to realistic and dynamic scenarios. Competitors must analyze complex situations, define priorities, manage uncertainty, develop practical solutions, and effectively communicate recommendations within strict time constraints. These competencies closely reflect those increasingly required by organizations operating in environments characterized by complexity, rapid technological change, and continuous transformation.

Consequently, the Championship contributes directly to improving the employability and professional readiness of young project managers. Beyond the competition itself, the PM Championship plays an important role in strengthening the international Project Management community. Students, young professionals, experienced practitioners,

academics, volunteers, and IPMA representatives all contribute to creating an environment where knowledge sharing becomes as important as competition.

The event demonstrates that professional associations can actively contribute to talent development by creating opportunities that universities alone cannot always provide.

This collaborative ecosystem represents one of the strongest assets of the IPMA Young Crew initiative. The closing ceremony also marked the symbolic handover to the next host nation. Following the success of Athens 2026, participants were invited to reconvene in Spain for the 2027 edition, continuing a tradition that combines professional excellence with international collaboration and cultural exchange. The growing number of participating countries suggests that the PM Championship is evolving from a European student competition into a genuinely global platform for developing future project management leaders.

Observing the PM Championship from an international perspective, one message clearly emerges: the profession is investing not only in methods and standards but also in people. The challenges facing modern organizations, Artificial Intelligence, sustainability, digital transformation, global collaboration, and organizational resilience, require Project Managers capable of thinking strategically, communicating effectively, and leading diverse teams under conditions of uncertainty.

Initiatives such as the PM Championship provide an environment where these competencies can be developed long before participants assume formal leadership responsibilities. In this respect, the Championship represents much more than a competition. It is an investment in the future of the profession itself, reinforcing the idea that Project Management is fundamentally about enabling people to work together in creating value. The PM Championship 2026 confirmed the growing international relevance of experiential learning within the project management profession. By combining technical challenges, teamwork, multicultural collaboration, and practical problem-solving, the event offers participants an experience that extends far beyond academic competition.

As the international Project Management community prepares for the 2027 edition in Spain, the Athens Championship will be remembered not only for its record participation and outstanding performances but also for demonstrating how young professionals, when provided with the right environment, can become the next generation of leaders capable of shaping the future of project management.



PM Championship Team Spain



The Italian Institute of Project Management (ISIPM)¹⁶

Project Management Supporting Public Value: ISIPM at FORUM PA 2026

The growing complexity of public sector programs, together with the acceleration of digital transformation and the implementation of large-scale investment initiatives, has significantly increased the importance of project management within public administrations. Across Europe, governments are progressively recognizing that effective governance, competent leadership, and structured project management methodologies are essential for transforming public policies into measurable results. Against this background, the Italian Institute of Project Management (ISIPM) participated as an official partner in “FORUM PA 2026”¹⁷, held in Rome from 9 to 11 June at the Convention Center *La Nuvola*. As Italy's leading event dedicated to public administration innovation, FORUM PA brought together institutional leaders, public managers, academics, technology providers, and project management professionals to discuss how public organizations can generate sustainable public value through innovation, governance, and professional competencies. The 2026 edition focused on a compelling vision: enabling a Public Administration capable of “Generating the Future” by strengthening innovation, digital transformation, organizational capability, and citizen-oriented services.

Project Management as a Strategic Capability for Public Administration

Within this context, ISIPM organized several technical sessions devoted to the role of project management in modern public administration. The Institute emphasized that project management should no longer be considered merely an operational discipline but rather a strategic capability supporting governance, accountability, and public value creation. The discussions consistently referred to internationally recognized principles, particularly those contained in ISO 21502 – Project Management, highlighting the growing

¹⁶ <https://isipm.org>

¹⁷ <https://www.forumpa.it/>

convergence between international standards and the evolution of Italian public sector regulations. A recurring message throughout the event was that successful public projects require not only technical compliance but also competent leadership, structured governance, stakeholder engagement, and measurable outcomes.

Creating Public Value Through Competence

The first seminar, delivered by Maurizio Monassi, addressed the qualification of project management knowledge within Public Administration. The presentation illustrated how internationally recognized project management principles can support the implementation of the PIAO (Integrated Activity and Organization Plan) while contributing to the broader objective of creating Public Value. Rather than viewing project management simply as a collection of planning techniques, the seminar presented it as an organizational capability enabling administrations to translate strategic objectives into concrete results. Particular attention was devoted to ISIPM's professional qualification framework, designed to certify project management knowledge consistently with national regulations and international standards.



Maurizio Monassi addressing the qualification of project management knowledge within Public Administration

The Evolution of the RUP into a Project Manager

One of the central topics of the event concerned the evolution of the RUP (Responsabile Unico del Progetto) under Italy's new Public Procurement Code. In his presentation, Graziano Trasarti explained how the recent legislative framework encourages a profound cultural shift. Traditionally associated with procedural compliance, the RUP is increasingly expected to perform as a genuine Project Manager capable of coordinating stakeholders, managing risks, ensuring governance, and focusing on project outcomes rather than administrative procedures alone. This transition reflects one of the most significant innovations introduced by the new procurement legislation: moving from a procedure-oriented approach toward a results-oriented management model. Within this framework, project management competencies become essential not only for project execution but also for ensuring transparency, accountability, efficiency, and public value.



Graziano Trasarti speaking about the evolution of the RUP (Responsabile Unico del Progetto)

Professional Qualification and Public Procurement

The afternoon seminar, delivered by Enrico Mastrofini and Patrizia Monacelli, expanded the discussion by focusing on the qualification requirements for Project Managers involved in public procurement. The speakers emphasized that the increasing demand for qualified Project Managers, particularly those supporting the RUP, creates new professional opportunities while simultaneously requiring greater consistency in defining competency requirements within public tenders. Particular attention was given to the need for contracting authorities to specify qualification requirements according to recognized technical standards and the guidance provided by Accredia¹⁸, avoiding ambiguous or inconsistent formulations that may generate uncertainty during procurement processes. This issue is becoming increasingly important as project management evolves into a recognized professional competence supporting the successful implementation of public investments.

Lessons Learned from the National Recovery and Resilience Plan

One of the highlights of ISIPM's participation was the conference dedicated to "The RUP/Project Manager, Public Procurement Governance and Lessons Learned from the National Recovery and Resilience Plan (PNRR)." The experience accumulated through the management of Italy's National Recovery and Resilience Plan represents one of the largest public program management initiatives ever undertaken in the country. The conference explored how governance mechanisms, structured project management methodologies, risk management practices, and stakeholder coordination have contributed to managing unprecedented levels of complexity across hundreds of public investment initiatives. Beyond the specific experience of the PNRR, participants reflected on how these lessons can become permanent organizational capabilities supporting future public programs.

Innovation, Artificial Intelligence, and Organizational Transformation

The broader context of FORUM PA 2026 further enriched these discussions. Artificial Intelligence, cybersecurity, sustainability, and organizational innovation were identified as key drivers shaping the future of public administration. Within this evolving landscape, project management emerges as the integrating discipline capable of coordinating technological innovation with organizational change while ensuring that transformation initiatives generate measurable benefits for citizens. Rather than representing isolated technological challenges, these emerging themes require integrated governance models capable of managing complexity across institutions, stakeholders, and public policies.

¹⁸ <https://www.accredia.it/>

Conclusions

ISIPM's participation in FORUM PA 2026 demonstrated the growing strategic relevance of project management within Italian public administration. The discussions confirmed that the future effectiveness of public organizations will depend increasingly on their ability to combine sound governance, internationally recognized project management methodologies, competent professionals, and a clear orientation toward public value. The evolution of the RUP into a Project Manager, the adoption of ISO-based project management practices, the professional qualification of public sector practitioners, and the lessons learned from the implementation of the National Recovery and Resilience Plan all point toward the same direction. Project management is progressively becoming an essential governance capability for public administration, not only supporting the successful delivery of projects but also enabling institutions to transform strategic ambitions into tangible benefits for citizens. As governments worldwide continue facing increasing complexity, uncertainty, and accelerating technological change, the experience presented during FORUM PA 2026 offers valuable insights into how structured project management can contribute to more resilient, accountable, and value-driven public institutions.



Part of ISIPM Delegation in FORM PA 2026

ISIPM-MATURITAS®: A New Organizational Maturity Model for Strategic Project Management

As organizations increasingly recognize project management as a strategic capability rather than merely an operational discipline, the need to assess the maturity of Project Management Systems (PMS) has become more relevant than ever. Maturity models have evolved over the past two decades from tools primarily focused on process standardization to comprehensive frameworks capable of evaluating governance, organizational capabilities, and value creation. In June 2026, the Italian Institute of Project Management (ISIPM) introduced ISIPM-MATURITAS®¹⁹, a new organizational maturity model designed to support public, private, and non-profit organizations in assessing and improving their Project Management Systems. Freely accessible through the dedicated online platform, the model represents the evolution of the previous Prado and ISIPM-Prado® models while aligning with the latest international standards and Italian technical guidance. Rather than simply measuring the existence of documented methodologies, ISIPM-MATURITAS® proposes a broader vision of organizational maturity, emphasizing governance, accountability, strategic alignment, and organizational effectiveness.

From Methodology Assessment to Organizational Governance

Traditional project management maturity models have frequently concentrated on evaluating processes, methodologies, and procedural compliance. Although these elements remain important, they represent only part of the organizational capability required to consistently deliver successful projects. The ISIPM-MATURITAS® model expands this perspective by assessing the entire Project Management System (PMS) as an integrated organizational framework. Particular attention is given to the formalization of management principles, governance policies, organizational responsibilities, and decision-making structures that enable projects to create sustainable value. This evolution reflects an important conceptual shift. Rather than asking whether project management processes exist, the model investigates whether project management has become an organizational capability embedded within governance and strategic management. Consequently, project management is viewed not merely as a collection of technical practices but as a fundamental component of organizational accountability and institutional performance.

A Multidimensional Perspective

One of the most innovative aspects of ISIPM-MATURITAS® is its multidimensional architecture. Recognizing that organizational maturity cannot be represented by a single score, the model evaluates several complementary domains that together describe the robustness of the Project Management System. This multidimensional approach is fully

¹⁹ <https://www.maturita.isipm.org/>

aligned with the principles contained in the ISO 21500 family of standards, particularly ISO 21502 (Project Management), ISO 21503 (Programme Management), ISO 21504 (Portfolio Management), and ISO 21505 (Governance) as well as the recently published UNI/PdR 185:2025, which provides guidance for assessing organizational project management maturity. By extending the assessment beyond methodologies and competencies, the model acknowledges an increasingly accepted principle within the project management community: individual competence alone is insufficient to ensure organizational success if governance structures, policies, leadership commitment, and organizational culture are not equally mature.

Three Progressive Levels of Assessment

ISIPM-MATURITAS® has been designed to support organizations through three progressively more sophisticated levels of assessment. The first level consists of a self-assessment, freely available online and completed anonymously. Organizations or individual professionals can complete the questionnaire and immediately obtain an overview of their organizational maturity, including an overall maturity score together with detailed results for each assessment domain. Although this initial assessment depends on the objectivity and knowledge of the respondent, it offers an accessible entry point for organizations wishing to begin evaluating their Project Management System. The second level consists of a professional organizational assessment conducted by ISIPM-accredited assessors. Unlike self-assessment, this process is based on structured data collection involving different organizational stakeholders. The resulting report provides a significantly more objective analysis, identifying strengths, weaknesses, inconsistencies, and opportunities for improvement while offering recommendations for enhancing the Project Management System.

The third and most advanced level introduces a second-party certification issued by ISIPM following the assessment process. In compliance with UNI/PdR 185:2025, this certification formally recognizes the organization's maturity level, providing external evidence of organizational capability and competitive positioning. Such recognition may prove particularly valuable in procurement processes and public tenders, where organizational competence increasingly represents a differentiating factor.

Beyond Measurement: Supporting Organizational Improvement

An effective maturity model should do more than assign a score. ISIPM-MATURITAS® has therefore been designed as an improvement framework rather than merely an evaluation instrument. To facilitate consistent interpretation, the online platform incorporates a comprehensive glossary explaining technical terminology and methodological concepts used throughout the questionnaire. Definitions are contextualized across different organizational sectors, helping respondents interpret

questions consistently regardless of industry. At the completion of the assessment, users receive graphical dashboards illustrating the maturity profile across domains and dimensions. These visual outputs enable organizations to identify development priorities and monitor progress over time. In this respect, maturity measurement becomes the starting point for continuous organizational improvement rather than the final objective.

A Strategic View of Organizational Maturity

Perhaps the most significant contribution of ISIPM-MATURITAS® lies in its underlying philosophy. The model recognizes that project success depends not only on capable project managers but also on organizational systems capable of supporting effective governance, strategic alignment, informed decision-making, and value realization. This perspective reflects the growing international evolution of project management, where organizations increasingly move beyond evaluating individual competencies toward assessing enterprise-wide capabilities. Organizational maturity therefore becomes a measure of institutional readiness to consistently transform strategy into successful outcomes.

The introduction of ISIPM-MATURITAS® represents an important step in the evolution of organizational maturity assessment within the Italian project management community. By integrating internationally recognized standards with national guidance and extending evaluation beyond procedural compliance toward governance and organizational accountability, the model provides organizations with a comprehensive framework for understanding and strengthening their Project Management Systems. Equally important, the model remains freely accessible for self-assessment, encouraging widespread adoption while offering progressively more rigorous assessment and certification options for organizations seeking formal recognition of their maturity.

As project management continues its evolution from an operational discipline toward a strategic organizational capability, initiatives such as ISIPM-MATURITAS® contribute to a broader understanding that sustainable project success depends not only on competent professionals but also on mature organizations capable of governing complexity, enabling change, and delivering lasting value.

Conclusions

The initiatives presented throughout this collection share a common vision: Project Management is no longer defined solely by the successful delivery of projects but by its contribution to achieving strategic objectives and creating lasting value. Whether through the exchange of ideas at the PMI Italy Forum, the promotion of governance and Public Value at FORUM PA, the introduction of the ISIPM-MATURITAS® organizational maturity model, or the development of future professionals through the PM Championship, each experience highlights a different dimension of the same transformation. Together, they

demonstrate that the future of the profession depends on the integration of competent people, mature organizations, effective governance, and continuous learning.

As organizations face increasing complexity and uncertainty, Project Management continues to evolve as a discipline that connects strategy with execution, innovation with accountability, and individual competencies with organizational capability. The experiences described in these articles confirm that the Italian Project Management community is making a meaningful contribution to this international evolution, providing valuable practices and perspectives that extend well beyond national boundaries.

About the Author



Alessandro Quagliarini

Rome, Italy



Alessandro Quagliarini, MScEng, PMP, MBA, is an experienced Project, Program and Portfolio Manager with more than 18 years of experience in the ICT sector. He holds a Master's Degree in Telecommunication Engineering from the University of Rome "Tor Vergata" and a Professional Master in Business Administration from the Bologna University Business School. He has obtained both PMP® and ISIPM-Av® advanced certifications in Project Management, and he is also certified as an Information Management Systems Lead Auditor.

For the past ten years, He has been a Member of the Board of the "Italian Institute of Project Management" (ISIPM) and an Accredited Teacher in Project Management. Currently, He works in the "Enterprise and Innovative Solutions Office" of TIM as a Project Management Officer. Previously, He was involved in the "Digital Transformation" engineering and industrialization programs of the new Italian telecommunications network. His focus has been on the engineering of delivery and assurance processes for the provision of services to retail, business, and industrial customers, as well as operational management and procurement support for defining specifications and

contracts. He has also contributed to the definition of operating rules for maintenance, requirements for systems development, and support for commercial and regulatory teams in defining services and processes for customers (Other Licensed Operators and Industries). Additionally, He has worked on ensuring operational compliance with ISO Standards and International Best Practices.

As a Member of the ISIPM Board, He dedicate his volunteer activities to promoting project management culture among young people, particularly high school students and staff, including teachers. As an ISIPM accredited teacher, He has taught project management in public and private institutions, schools, and universities. He also has experience in organizing events, speaking at conferences, and proposing and managing EU-funded projects.

Alessandro can be contacted at a.quagliarini@gmail.com