M.O.R.E. Playbook

From Vision to Practice

Project Management Institute.

PMI REPORT

Only 7% of project professionals apply all four M.O.R.E. behaviors. Those who do, triple their success rate.

In 2024, PMI established the first shared definition of project success: delivering value worth the effort and expense. Then in 2025, PMI identified the four behaviors — M.O.R.E. — that set top performers apart. The M.O.R.E. Playbook brings those behaviors within reach of every professional.

What the data shows

27

NPSS WITHOUT M.O.R.E.
Score for professionals applying none of the four behaviors — the baseline the Playbook is built to move.

94

NPSS WITH ALL 4 PRACTICES
Score for those who apply all four M.O.R.E. behaviors consistently — more than triple the baseline.

7%

APPLY ALL FOUR M.O.R.E. PRACTICES
Just 7% of professionals currently apply all four behaviors. The Playbook is built for the other 93%.

The four behaviors that multiply project success

M

Manage Perceptions
+30 NPSS
Shape how stakeholders see value. Build credibility through transparency, shared criteria, and proactive communication.

O

Own Success
+28 NPSS
Take responsibility beyond tasks. Drive outcomes, align to org goals, and see the project through to real impact.

R

Relentlessly Reassess
+31 NPSS
Treat plans as living documents. Adapt to change, measure what matters, and stop projects that lose value.

E

Expand Perspectives
+25 NPSS
Look beyond the project. Connect outcomes to org strategy, societal impact, and cross-project learning.

> *"Project professionals who embrace the shift envisioned by M.O.R.E. will not simply protect their relevance in an era of AI. They will position themselves as the leaders organizations need most — leaders who own transformation, outcomes and impact."*
>
> **PIERRE LE MANH, PRESIDENT & CEO, PMI**

What's inside the Playbook

40 Example Practices
Validated by surveys and mapped to each M.O.R.E. behavior.

PMBOK® Guide Mapping
Shows when and where each practice fits within the project lifecycle.

Impact/Prevalence Matrix
See where adopting a practice has the greatest opportunity.

Case Stories
Fujitsu, Burns & McDonnell, ECG, Discovery Vitality apply M.O.R.E.

"Try this" Prompts
Concrete actions you can take on your very next project.

The NPSS (Net Project Success Score) is proprietary metric from PMI, for measuring whether projects deliver value worth the effort and expense — calculated by subtracting the percentage of respondents who rated a project 0–6 from those who rated it 9 or 10 on a 0–10 value scale.

Read the full report on PMI.org