


Raising the Bar: Introducing Team Member Expectations

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As part of our ongoing commitment to maximize project success to elevate our world, we are excited to introduce our Team Member Expectations, a framework of behaviors for our team to embody each day at PMI. The expectations are: **Collective Ownership**, **Personal Accountability**, **Accurate Facts**, **Critical Thinking**, **Raising the Ceiling**, and **Raising the Floor**.

These expectations are built upon [Pierre's Leader's Intent: the 3 S's](#), which focuses on three guiding principles: **Solidarity**, **Substance**, and **Standards**. By embedding these expectations across all roles, we ensure that everyone—managers and individual contributors alike—works toward shared goals, contributing to our collective success.

Below, find each expectation and behaviors for managers and individual contributors.



SOLIDARITY → Collective Ownership & Personal Accountability		
<i>Solidarity emphasizes collective ownership and personal accountability, ensuring we work together towards our common purpose.</i>		
Expectation	For Managers	For Individual Contributors
Collective Ownership	<i>The manager prioritizes PMI's collective success above their team's immediate interests. They foster collaboration across teams, help resolve shared challenges and ensure alignment with PMI's broader goals while maintaining a united front to stakeholders.</i>	<i>The individual contributor prioritizes PMI's collective success above their individual role. They actively collaborate with colleagues, contribute to shared goals, and help resolve challenges while aligning their work with PMI's broader objectives.</i>
Personal Accountability	<i>The manager fully owns their team's outcomes, ensuring targets are met without excuses. They proactively identify and resolve challenges, deliver results, and seek feedback or support to drive success for their team and PMI.</i>	<i>The individual contributor fully owns their responsibilities, delivering results without excuses. They proactively address challenges, seek solutions, and collaborate effectively to ensure their work contributes to PMI's success.</i>

SUBSTANCE → Accurate Facts & Critical Thinking		
<i>Substance emphasizes the importance of accurate facts and critical thinking, which is vital as we drive PMI:Next forward.</i>		
Expectation	For Managers	For Individual Contributors
Accurate Facts	<i>The manager ensures decisions, reports, and plans are grounded in accurate, validated data and information. They prioritize factual clarity, avoid distortions, and ensure their team communicates transparently and objectively.</i>	<i>The individual contributor ensures their work and contributions are grounded in accurate, validated data and information. They prioritize factual clarity, avoid distortions, and communicate their findings or progress transparently.</i>
Critical Thinking	<i>The manager applies critical thinking, rigorous analysis and sound judgment to decision-making, challenging assumptions and identifying practical solutions. They encourage constructive debates and foster critical thinking within their team.</i>	<i>The individual contributor applies critical thinking to solve problems, challenge assumptions, and identify practical solutions. They engage in constructive discussions and contribute well-reasoned ideas to decision-making.</i>

STANDARDS → Raising the Ceiling & Raising the Floor		
<i>Standards emphasizes raising both the peak and baseline performance, ensuring that we foster an environment where excellence is the norm.</i>		
Expectation	For Managers	For Individual Contributors
Raising the Ceiling	<i>The manager sets and champions higher standards, developing top talent to excel. They mentor team members, recognize exceptional performance, and consistently raise the bar for success.</i>	<i>The individual contributor strives for excellence by consistently delivering high-quality work and encouraging others to do the same. They set an example of exceptional performance and contribute to raising the team's overall standards.</i>
Raising the Floor	<i>The manager addresses underperformance constructively and promptly, providing clear, actionable feedback. They support improvement, set clear expectations, and ensure all team members meet minimum performance standards.</i>	<i>The individual contributor takes responsibility for continuous improvement, addressing any gaps in their work and supporting teammates where needed. They welcome feedback, act on it, and maintain high professional standards.</i>

Next Steps

- Check out our [Team Expectations Resource Library](#) for curated learning collections to help you embody these expectations, grow your skills, and excel in your role.
- Familiarize yourself with these expectations and reflect on how you can embody these expectations in your role.
- Complete our upcoming training—available in mid Q1—to understand the refreshed performance management process and get clarity on how these expectations will be integrated.

These expectations are here to align every team member, propelling us toward success together and contributing to our shared vision. Additionally, how well you demonstrate each expectation will play a key role in future performance reviews, fostering greater accountability and creating new opportunities for growth based on these principles.

Together, we can aim higher, unlock new possibilities, and achieve even more—both personally and professionally—united as one team. For questions or concerns, reach out to globaltalent@pmi.org.