

Annual Report 2025 for PMI Norway Chapter(01.09.2024 - 31.08.2025)

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Board and Committees this period (01.09.24-31.08.25)

The Board of Directors has consisted of the following members:

Merete Munch Lange, President
Torgeir Fjelldal, Vice President
Kari Mørkesdal, Operations Director
Lill-Ann Diserud, Member Engagement Director
Ingrid Palma Viddal, Professional Development Director
Ali Kohansal, Volunteer Engagement Director
Aleksander Strøm, Partner & Sponsor Director
Tommy Nordlund, Young Professionals Director
Natella Ghazaryan, Event Director

The Nominations Committee has consisted of the following members:

Gunn Stirling

The Auditing committee has consisted of the following members:

Øyvind Johnsen

The Communications Task Force has consisted of the following members:

Roma Flores Karlsen, Communications Manager
Kari Mørkesdal, Operations Director

PMIef representative from Norway Chapter

Joe Aloka K'Odingo

President's Summary

President Merete Munch Lange

First of all, **thank you** for being a member of our chapter. In these times of instability, community matters, and I hope you find that PMI Norway Chapter gives you a sense of belonging - a safe place to learn and meet like-minded people.

Bringing value to our members is our primary goal and the board has high ambitions and a desire to offer quality events. Having 'pop-up pubs' in Stavanger, prep courses with Holte Academy, meet-ups with young professionals at universities and webinars open for everyone have been our latest approach to stay relevant for members of all ages at all locations. You can read more details in this yearly report.

I believe the main role of a chapter president is to help the team grow and make the most of their work, which in turn brings the most value to our members and secures the chapter's future. My

leadership philosophy is centered on **autonomy with accountability**, and I am confident that it has brought new stability and energy to the board.

I've been fortunate to hold global roles in PMI since 2016. They have provided me with valuable experience, knowledge, and a broad network. When I was elected president last year it was paramount for me to bring all of that back home, to our Norway Chapter, to help us grow and thrive.

The board has embraced a new approach this year. At our first strategy meeting, we didn't just talk—we built. Using LEGO®, we broke down barriers, got to know each other on a new level, built trust and constructed a shared vision for our upcoming 25th anniversary celebration in 2025. It was a perfect example of our new, creative energy and a way to get new board members on-boarded fast.

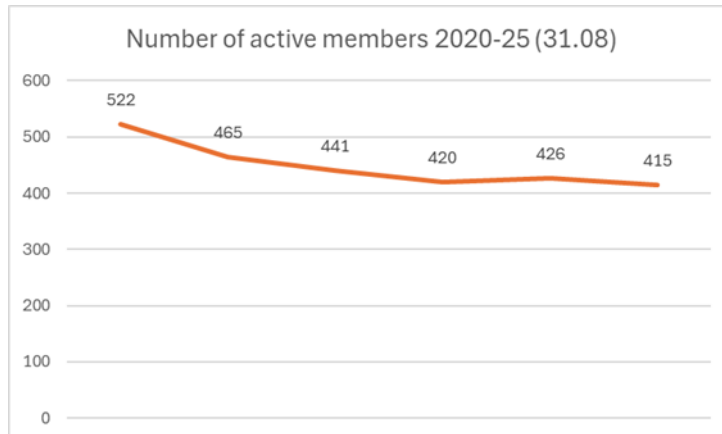
During this period a lot of effort has been channeled into preparing for our big celebration of 25 years as a PMI chapter by planning an international conference on October 23rd. “Brace for impact – how to stay relevant” is a bold move where we give our members a chance to learn, laugh, network and celebrate PMI Norway Chapter together at Ingeniørenes Hus in Oslo. The speakers have been carefully selected to inspire, challenge and entertain the audience.

I really hope you will all take the opportunity and join the celebration. Together, let's make it a day to remember!

Members

Lill-Ann Diserud, Member Engagement Director

As of August 2025, the PMI Norway Chapter has 415 active members. The number of members has stabilized after a period of decline.



From September 2024 to August 2025, the chapter welcomed 91 new members, 68 of them in 2025. (Previous period 82 new members.)

Welcome emails are sent to all new members, and some have responded with inquiries about volunteer opportunities, PMP certification, and other topics.

The largest industries represented by our members remain IT, energy, and consulting.

By August 2025, 261 (63%) of our active members hold the PMP certification. (PMI-ACP 14, CAPM 7)

The Members group are taking part in the preparations for the new single membership model which will have effect from February 2026.

Professional Development

Ingrid Palma Viddal, Professional Development Director

PMI Norway's partnership with ATP Holte Academy

- During this period, PMI Norway Chapter's ATP partner, Holte Academy, organized two open PMP Prep courses - on November 14-15 and 21-22 of 2024, as well as May 22-23 and June 2-3 of 2025. The next course is scheduled for November 27-28 and December 4-5 of 2025.
- PMI Norway Chapter supported these courses by participating in information and marketing webinars prior to the courses and attending course days to present PMI and the Norway Chapter.

- Holte Academy has been highly active in promoting the courses through their website, social media channels, and network contacts. The chapter also promoted these courses on its website and social media platforms.
- Despite lower-than-expected participation, the attendees expressed high levels of satisfaction. It has been noted that many PMP candidates, especially those with international backgrounds, opt to pursue the certification independently or via online platforms. As a result, the courses offered in 2025 have been in English, and this seems to have had a positive impact.

Holte Academy also organized company internal PMP prep courses for 20 people in January 2025, and a course is also planned for November 2025. They are working to expand this market.

PMI Norway Chapter have organized two PDU webinars during this period as planned - in November 2024 and June 2025.

In 2025, the chapter continued to focus on increasing its presence on LinkedIn to boost visibility and maintain engagement. We have also updated our website for PMP certification with easy access/links to central websites. Feedback from members and certification candidates suggests that relevant information is sometimes difficult to locate on PMI's central websites. PMI Norway Chapter responds to these inquiries via email with links to centrally hosted information, but having this information on our website makes it even more accessible.

PMI Norway Chapter is in the process of renewing and renegotiating our ATP partnership to promote PMP and CAPM. Our current agreement expires in November 2025.

Volunteers

Ali Kohansal, Volunteer Engagement Director

The 2024–2025 period has been a very active year for volunteer engagement, with the focus on creating stronger connections, empowering volunteers, and building a structured framework for their contributions.

- **Volunteer outreach and onboarding:** All potential volunteers were contacted through a mix of email responses, 1–1 calls, and a physical meeting with approximately 12 volunteers. In addition, one online meeting was held with volunteers and board members to align expectations and identify opportunities for collaboration.
- **Empowerment and facilitation:** The key goal has been to support volunteers in contributing in areas of their own interest. To strengthen coordination, a Volunteer Activity Lead was appointed, who has played a central role as facilitator between the board and the volunteer community.
- **Volunteer interest groups established:** To better match contributions with chapter needs, volunteer interests were grouped into the following categories:
 - Content Creation

- Reporting Assistance
- Sponsor/Partnership Engagement Assistance
- Event Assistance
- Mentorship Program
- **Most active group:** The Content Creation group has been the most active during this period, supporting the chapter with communication activities and ensuring a steady flow of relevant content. Their contributions have been instrumental in strengthening the chapter's visibility and engagement with members.
- **Volunteer mapping and planning:** A comprehensive overview of volunteer interests has been established, providing the board with a clear foundation for strategic planning and targeted involvement.

We currently have 19 volunteers registered in our database, and each of them has participated in a Teams meeting 1-on-1. These meetings were conducted with the purpose of getting to know each volunteer individually and mapping out their interests, motivations, and areas of competence where they wish to contribute. This personalized approach has laid a strong foundation for meaningful engagement and targeted involvement.

Overall, this has been a year of building momentum. With improved structure, active facilitation, and an engaged volunteer base, the chapter is now in a stronger position to expand the scope of volunteer contributions in 2025–2026 and ensure that volunteers feel empowered, connected, and valued in the work of PMI Norway Chapter.

Partners & Sponsors

Aleksander Strøm, Partner & Sponsor Director

During this period, the Chapter has focused on strengthening its collaboration with academic institutions and corporate entities, aligning with the strategic goals set out in the Catalog of Core Services Deliverables.

A key milestone was the establishment of a formal collaboration framework with NTNU, including logo use on PMI Norway's website and joint promotional initiatives. Dialogue has also been initiated with BI to develop a similar partnership. As part of this effort, NTNU and BI will be brought together for a joint panel discussion during the Chapter's 25-year anniversary celebration. These initiatives reflect the Chapter's ambition to strengthen engagement with students and faculty, promote project management awareness, and enhance PMI's visibility. Collaboration with academic institutions also provides a strong platform for introducing the CAPM certification and connecting young professionals to PMI's global community — supporting both student outreach and the growth of our young professional membership base. This work has been carried out in close collaboration with the Young Professionals Director, ensuring alignment with initiatives that strengthen our engagement with students and emerging professionals.

The Chapter has also reestablished collaboration with ProsjektNorge, with the intention of enhancing each other's visibility through social media and events, while exploring synergies within networks,

corporate connections, and student engagement. An early step has been the agreement to feature each other's logos on our respective websites and to coordinate promotional activities.

The Chapter has actively explored potential sponsorships and partnerships with several organizations, including Holte Academy, Smartsheet, Cplace, Miro, and FlexiPlace. While some discussions are ongoing, others have concluded due to lack of alignment or response. A sponsorship package was finalized and distributed, and outreach to major member companies has been initiated.

Regional collaboration has also been a priority, with contact established with sponsorship and event managers in Sweden, Denmark, and Finland. A Nordic Sponsorship and Event Group was formed to exchange ideas and explore joint initiatives.

The Chapter participated in external networking events such as Media Monday to expand its visibility and explore new opportunities. A site visit was conducted at Ingeniørenes Hus to evaluate its suitability as a venue for future events, including the 25-year anniversary conference. This activity was undertaken in close cooperation with the Event Director, successfully establishing a strong foundation for further collaboration on upcoming events.

Volunteer engagement has been initiated, with a working group formed to support sponsorship activities. Internal resources such as PMI's *Member-Driven Guide to Corporate Engagement* have been reviewed to align efforts with global best practices.

Despite some challenges in securing responses from potential partners, the groundwork laid this year has positioned the Chapter for stronger corporate engagement in the coming period. The collaboration with NTNU, the renewed partnership with ProsjektNorge, and the development of sponsorship materials are expected to serve as templates for future initiatives. With these foundations in place, the Chapter is well positioned for growth, deeper collaboration, and stronger partnerships in the years to come.

Young Professionals

Tommy Nordlund, Young Professionals Director

During this period, the Chapter kept a special focus on establishing stronger connections with the academic bodies offering project management studies on a university level in Norway.

The first goal was to connect with the NTNU university in Trondheim, where professor Vedran Zerjav responded positively to the request of strengthening the bond with PMI Norway.

Several meetings have been held during the year with NTNU. A milestone was reached when PMI Norway, after planning on several levels both with the university as well as within the PMI Norway board, was invited for a keynote for the students as part of their project management master's level studies, conducted in person by vice president Torgeir Fjellidal. The presentation was developed so

that it could serve as the standard for future similar interactions with universities and student bodies, which is in the planning for the coming annual period.

As part of the PMI Norway 25-year anniversary conference, representatives for two Norwegian universities have been invited to share insights into, and views on, further interaction between the research field, professional bodies such as PMI, and the professional work force. In addition, a young professional project manager will be invited to further strengthen the bond between PMI and those who have recently entered the job market as project managers.

Furthermore, the University of Agder has similarly to NTNU been engaged to plan for interaction between PMI Norway and the project management studies offering in the coming semester, where our recent experience with student interaction will come to good use.

Following the PMI LIM conference in Barcelona, contact was established with the Young Professionals department of the chapters in Sweden and Denmark, where the Denmark chapter responded positively to strengthening our inter-communication and experiences and material used for young professionals interaction was shared between us.

The Chapter provided its extensive network for the master research conducted at NTNU on the topic of generative AI in project management, and the PMI associates involved received the results of the survey in return.

The Student Prize launched previously by the Chapter was put on hold in order to evaluate the fact that it attracted a very small number of entries following the first round, and feedback was collected from two universities, pointing at the importance of timing, as well as the complexity of reviewing and judging such entries. The Board will make a new assessment as to how students and young professionals can be recognized by the Chapter.

Events

Natella Ghazaryan, Event Director

In 2024 and 2025, PMI Norway Chapter organized and contributed to a series of onsite and online events, creating opportunities for knowledge sharing, professional development, and networking. The events covered a wide range of topics — from AI and agile practices to design thinking and risk management — and reached both members and the broader project management community.

While maintaining a strong event portfolio, **the main focus in 2025 has been the preparation for PMI Norway Chapter's 25th Anniversary Conference, "Brace for Impact", taking place on October 23, 2025, at Ingeniørenes Hus in Oslo.** This milestone event will celebrate 25 years of project leadership in Norway, bringing together members, partners, and industry leaders for a full day of keynotes, panels, and networking.

2024

- **October 14** – PMI Pub Oslo: *From Project Risk to Uncertainty Management*
- **October 17** – *Smartsheet User Group Event, Oslo* – Presentation of PMI Norway Chapter

2025 (this period)

- **January 25** – Stavanger/Rogaland in-person: PMI Norway Kick Off
- **March 25** – Webinar: *Design Thinking – Not Only for Extroverts*
- **March 27** – Stavanger/Rogaland in-person: *Elevate Your Agile Expertise*
- **April 8** – Webinar: *AI-prosjekter – Fra visjon til verdi* (hvordan håndtere AI-initiativer og levere forretningsverdi)

2025 (next period)

- **September 17** – Webinar: *Human-Centered Leadership in the Age of AI*
- **October 9** – Webinar: *Systems Thinking in Action: A Collaborative Approach to Complex Problems*
- **October 23** – **25th Anniversary Conference “Brace for Impact”**, Oslo in-person – A milestone celebration of 25 years of project leadership in Norway

Operations

Kari Mørkesdal, Operations Director

PMI globally has been introducing a range of changes to help PMI and PMI Chapters keep members engaged, inspire new members to join and to be a strong voice within Project Management. Some of these changes also require PMI Norway Chapter to review and implement changes, which has taken up a fair bit of capacity during this period:

- **New Membership Model (Single Membership)** – PMI has started the implementation of this model, and Norway is up next. Together with Member Engagement Director Lill-Ann, I have worked on various tasks to prepare for this important change. Much more to come from mid November onwards.
 - Update of PMI Norway’s Bylaws required
 - Update of Charter between PMI and PMI Norway Chapter required
- **Marketing** – PMI has updated its visual presence, which has been gradually introduced in the chapter
- **Up-skilling of Chapter volunteers** – PMI is becoming more professionalized, which requires our elected volunteers to complete more training than before

Governance for efficiency

Weekly management meetings were held, attended by:

- Merete Munch Lange, President
- Torgeir Fjellidal, Vice President
- Kari Mørkesdal, Operations Director

These meetings focused on ongoing operations, communication with PMI centrally, event planning, and preparation for board and strategy meetings to make these as efficient as possible.

Communications

When Roma Flores Karlsen joining as a volunteer in the role as Communications Manager in the late autumn of 2024, this brought in a strong resource to strengthen our communications both in SoMe and for our website. Roma has taken the lead both in managing the Content Creation Team volunteer task force, and the lead on communications activities in general with a strong sense of ownership and focus on getting the word out there. Roma and the team of volunteers have contributed a series of great blog posts, a Christmas holiday checklist for project managers, and done a tremendous job promoting the 25th anniversary conference coming up in October this year.

Roma and Kari also take care of all communications in relation to every event PMI Norway Chapter is hosting.

Social Media Overview

LinkedIn Company Page

Number of Followers: 817 followers (up from 631 in 2024)

This is by far the most actively used channel for promoting the chapter and its activities, and Roma has really improved our profile on LinkedIn.

LinkedIn Group

Number of Members: 739 members (up from 717 in 2024)

Instagram (pmino_yp)

Number of Followers: 1231

Re-activated late 2024

Facebook Page

Number of Followers: 358 followers (up from 349 in 2024)

Finance

Kari Mørkesdal, Operations Director

The accounts continue to be managed internally using DNB Regnskap, with support from Frekhaug Regnskap, for presenting results at the annual meeting and year-end. Frekhaug Regnskap also assists with submissions to Brønnøysundregistrene and Altinn, and provides support on using features in DNB Regnskap.

The chapter's income this period totaled NOK 272 165:

Our stable membership numbers have ensured that chapter member fees remain the most crucial source of income. Higher interest rates as well as grants from PMI are the second and third source of income. We also had a few registrations for the 25th anniversary conference come in towards the end of the period.

Expenditures amounted to NOK 238 558

To explain the low costs compared to budget, all costs associated with the 25th anniversary conference will be taken in the new budget period since no down payments had to be made before 31 August. Also, despite there being a good number of events (mostly webinars), they have been conducted without any costs incurred. In-person events have been sponsored fully or in part by KnowIT, SopraSteria and Holte Academy (venue and snacks/beverages).

Therefore, PMI Norway Chapter had a small positive result for the period.

Operationalizing the Annual Plan

Vice President Torgeir Fjellidal

One of the key structural improvements this year has been the way we've integrated the Chapter's Annual Plan into our board operations. Early in the year, we adopted the PMI Catalog of Core Services Deliverables as a framework to guide our activities. Each board position was assigned specific deliverables aligned with their area of responsibility, ensuring clarity of purpose and accountability across the team.

This approach has transformed how we work together. Progress updates in board meetings are now directly tied to these deliverables, allowing us to track momentum, identify synergies, and support each other more effectively. It has also helped us stay focused on member value, as each initiative is anchored in a shared understanding of what we aim to deliver.

The structure has proven especially valuable in preparing for our 25-year anniversary conference, where collaboration across roles has been essential. Whether it's engaging universities, developing sponsorship packages, or planning professional development events, the deliverables have served as a common language and a practical tool for coordination.

By embedding the annual plan into our board rhythm, we've not only increased transparency and alignment — we've also built a stronger foundation for sustainable growth and member engagement in the years to come.

Attendance at International PMI Events

Merete Munch Lange, President

Region 8/LIM in Barcelona

Attending the PMI Leadership Meeting for Region 8 as a board has been a tradition for many years. It gives value to the individual board member as well as the chapter members, because new event ideas and collaborations emerge when being among other volunteers.

In 2025 all board members but two attended the event and we had created some rules to be followed:

- The group split in order to attend as many lectures as possible
- It was mandatory to attend the whole day and try to network as much as possible
- Board members shared lessons learned with each other and helped each other to connect with relevant people

Global Summit in Barcelona

The PMI Global Summit Series Europe was held in Barcelona in April 2025, immediately following the Region 8 LIM. The summit gathered project professionals from across the globe and offered a diverse program focused on leadership, innovation, and the future of project management. Torgeir Fjelldal, Vice President, represented the Norway Chapter during this event.

The opening keynote by Mick Ebeling, founder of Not Impossible Labs, was a standout moment. His presentation on using technology to solve humanity's most pressing challenges resonated strongly with PMI's mission and set the tone for the event.

Sessions throughout the summit explored topics such as AI in project management, PMO strategy, and inclusive design. The event also provided valuable networking opportunities with chapter leaders and professionals from other regions.

Attending both LIM and the Global Summit back-to-back offered a unique opportunity to connect PMI's global vision with the strategic direction of the Norway Chapter.

PMI Chapter President Meeting, Cyprus 2024

Chapter President Meetings were introduced because sharing knowledge and discussing challenges among leaders is very beneficial. European chapter presidents have a lot in common and inspire each other to try out new things and to build coalitions across borders.

Before the meeting, the topics are voted on and the agenda prepared well ahead. Presidents are encouraged to lead sessions and workshops about the preferred topics.

In Cyprus the single membership topic was very dominant and chapters who were in the first wave shared a lot of insights to other chapters. Among other things, this knowledge sharing has helped our chapter to get a smooth process.

26 September 2025

On behalf of the PMI Norway Chapter Board of Directors
Merete Munch Lange, President

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