

ISSUE
SEPTEMBER 2026



Project
Management
Institute.
Cyprus

NEWSLETTER

A free publication of the PMI Cyprus Chapter

No 03

TABLE OF CONTENTS

OUR SPONSORS

Page 4

THE PMI CYPRUS CHAPTER

Page 5

PRESIDENT'S NOTE

Welcome to the New Era of the PMI Cyprus Chapter Newsletter

Page 6

NEWS

Page 7

PMI CYPRUS CHAPTER 10TH PROJECT MANAGEMENT CONFERENCE

Page 13

PDU WEBINARS DELIVERED THIS YEAR

Page 15

THE NEW ERA OF PROJECT MANAGEMENT

From Risk Management to Strategic Adaptability

by Nikolaos Valatsos, VP Marketing & Communications, PMI Greece Chapter

Page 16

DELIVERING M.O.R.E

A Shift from Project Management to Project Success

by Mariami Meladze, PMP, Regional Head of Community, Europe

Page 20

PMI CYPRUS CHAPTER TEAM



EVANGELOS COUTROUZAS

PRESIDENT

IOANNIS CHANIOTIS

VICE PRESIDENT

PANAYIOTIS MARINOU

VICE PRESIDENT, MEMBERSHIP

YIANNIS KYRIAKIDES

VICE PRESIDENT, ADMINISTRATION /
SECRETARY

FLORA FLORIDOU

VICE PRESIDENT, FINANCE / TREASURER

MARIA PASCHALI

VICE PRESIDENT, MARKETING

KONSTANTINOS SOUROULLAS

VICE PRESIDENT, PROFESSIONAL
DEVELOPMENT, EDUCATION AND EVENTS

CONTACT INFORMATION

P.O. Box 23896, 1687, Nicosia

Email: info@pmi-cyprus.org.cy

Website: pmi-cyprus.org.cy

PUBLICATION TYPE

A free publication of the PMI Cyprus Chapter.

All rights reserved.

Texts, photographs and illustrations may not be
used or quoted without permission.

The responsibility for all articles and
advertisements lies with their respective authors.

All work for the newsletter is carried out on a
volunteer basis.

COVER PHOTO

Larnaca Salt Lake, Cyprus, 2026

MARIA PASCHALI, KYRIACOS LARMOS

EDITORIAL TEAM

OUR SPONSORS

Diamond



Gold



NCR ATLEOS



Talentteam
We get you there.

ALUSTEEL
STATE OF THE ART ENGINEERING

Silver



CBS IT
SYSTEMS CYPRUS LTD
Member of Cosmos Business Systems Group, Greece

TURN Key
SOLUTIONS
COMPANY



The PMI Cyprus Chapter

The PMI Cyprus Chapter is the local chapter of the [Project Management Institute \(PMI\)](#). PMI is the world's leading professional association for a growing community of millions of project professionals and changemakers worldwide. Founded in 1969, PMI delivers value for more than 2,9 million professionals working in nearly every country in the world. Through global advocacy, networking, collaboration, research, and education, PMI prepares organizations and individuals to work smarter in an ever-changing and dynamic world.

In 2015, the Project Management Institute (PMI) Cyprus Chapter idea was born, and by mid- 2016 it had successfully launched its operations. Since its establishment in 2016, the Chapter has grown steadily from approximately 55 members to more than 350 by mid-2026, reflecting the increasing recognition of project management across key sectors including ICT, financial services, construction, energy, and the public sector. In recognition of its outstanding achievements, the PMI Cyprus Chapter received the prestigious PMI Best Chapter Award in Category I (50-300 Members) in 2020. Its flagship event, the Annual Project Management Conference (attracting around 350 attendees) and strategic partnerships with universities and sponsors show the Chapter's increasing influence across sectors (public, private, educational).

The mission of the PMI Cyprus Chapter is to empower project management professionals in Cyprus, promote awareness of the discipline's critical role in driving business success, and foster professionalism. By providing a platform for knowledge sharing, skill development, and community building, the Chapter has established itself as a leading authority in project management, enhancing the skills and expertise of practitioners and organizations alike.

With its presence in a small country, the PMI Cyprus Chapter has built a reputation as a respected and influential professional body, offering valuable opportunities for networking, knowledge sharing, and skill development to its members.

As the Chapter continues to grow, it remains committed to increasing member engagement, particularly through volunteerism, and encouraging younger members to participate in activities.

Join us on this exciting journey and discover how we can help you achieve your project management goals!

Welcome to the New Era of the PMI Cyprus Chapter Newsletter

Dear PMI Cyprus Chapter Members, Volunteers, Partners, and Friends,

It is my great pleasure to welcome you to the renewed edition of the PMI Cyprus Chapter Newsletter – a publication that reflects not only the evolution of our Chapter, but also our ongoing commitment to continuous improvement, and to creating greater value for our members and our vibrant and growing project management community.

As project professionals, we embrace change, pursue innovation, and strive to create lasting value for our stakeholders. It is in this spirit that we are introducing a refreshed Newsletter, designed to better inform, inspire, and connect our members across Cyprus and beyond.

This renewed Newsletter has been designed with that purpose in mind. Each edition will feature thought leadership, practical insights, Chapter news, volunteer stories, interviews with industry leaders, certification updates, and perspectives on emerging trends. Our goal is to provide content that informs, inspires, and equips you to thrive in an ever-evolving professional landscape. As professionals, we must remain curious, adaptable, and committed to lifelong learning – qualities that have always distinguished the PMI community.

One of the highlights of this edition is our Chapter's participation in the Leadership Institute Meeting (LIM) in Lisbon and the recognition it received from PMI. You can read more about these achievements in the pages that follow.

I would like to express my sincere appreciation to the Newsletter team, as well as to every volunteer and contributor whose creativity, dedication, and hard work made this new edition possible. Their efforts exemplify the collaborative spirit that defines our Chapter.

I invite you to engage with this Newsletter not simply as readers, but as contributors, collaborators, and ambassadors of our profession. Together, we will continue to strengthen the PMI Cyprus Chapter as a trusted hub for professional development, knowledge sharing, and meaningful connections, while helping shape the future of project management in Cyprus and beyond.

Thank you for being part of our community. I hope you will enjoy this new edition and those to come.

Warm regards,

Evangelos Coutrouzas
President, PMI Cyprus Chapter



CELEBRATING A DECADE OF EXCELLENCE: PMI CYPRUS CHAPTER SHINES AT EUROPE LIM

The PMI Cyprus Chapter has returned from the PMI Europe Leadership Institute Meeting (LIM) with two major reasons to celebrate!

Our Chapter's dedication to advancing the project management profession has been officially recognized on the European stage.

Looking to the Future

These awards belong to our members, volunteers, and partners. For ten years, we have aimed higher. As we look ahead, we remain dedicated to fostering innovation, building stronger partnerships, and creating exceptional value for professionals across the island.

Double Honors for Cyprus

This year, the chapter brought home two prestigious awards:

- **Regional Culture Support:** Awarded for the "Aim Higher" initiative, recognizing our commitment to pushing boundaries and driving regional innovation.
- **10-Year Milestone Award:** Marking a decade of empowering local professionals, building community, and elevating project excellence across Cyprus.

Our delegation of board members and chapter leaders actively participated in strategic workshops, sharing best practices with global peers to bring fresh insights back to our local community.

Construction Embassadors Recognition

Our Chapter has been recognized as one of the European Chapters with Construction Ambassadors, honoring our work promoting project management best practices within the construction sector.

New Membership Model

Our President joined a panel discussion on PMI's New Membership Model, sharing our Chapter's experience as an early adopter and the lessons learned along the way.

SIGNING OF AN MOU BETWEEN PMI CYPRUS CHAPTER AND NEAPOLIS UNIVERSITY PAPHOS

On 6 April 2026, a Memorandum of Understanding was signed between the PMI Cyprus Chapter and Neapolis University Paphos. The Memorandum was signed at the University's premises in Paphos by the Rector, Professor Pantelis Sklias, and the President of the PMI Cyprus Chapter, Mr Evangelos Coutrouzas.



The Memorandum establishes a framework for joint initiatives in education, training, professional development, and qualification certification. It provides for the organisation of seminars, the facilitation of students' access to professional certifications, and collaboration on the practical application of project management.

Particular emphasis is placed on aligning academic programmes with PMI professional standards and certifications, with the aim of enabling students to acquire practical skills and enhance their employability in an increasingly competitive global market.

The active involvement of PMI professionals in educational activities, seminars, and knowledge-sharing initiatives was also discussed.





Signing of an MoU between PMI Cyprus Chapter and Cyprus University of Technology

The Cyprus University of Technology and the PMI Cyprus Chapter have signed a Memorandum of Understanding (MoU), on 23 October 2025, establishing a strategic collaboration based on principles of ethics, respect, and mutual trust.



Cyprus
University of
Technology

The MoU was signed by Rector Panayiotis Zafiris on behalf of CUT and the Past President Alexia Gerolemou on behalf of the PMI Cyprus Chapter. The agreement reaffirms both organizations' commitment to promoting education, research, and best practices in Project Management. This collaboration includes joint initiatives in education, professional certification, research, and mentoring, aiming to bridge academic knowledge with market needs and to strengthen the skills of emerging professionals.

The MoU marks an important step towards advancing excellence, innovation, and sustainable development in the field of Project Management in Cyprus.

PMICyprus Chapter elected its new Board of Directors



The newly elected Board brings together experienced professionals from diverse sectors, reflecting the Chapter's continued commitment to professional excellence, volunteer leadership, and service to the project management community.

The PMI Cyprus Chapter Board of Directors for 2026-2027 is composed of:

- **President:** Evangelos Coutrouzas
- **Vice President:** Ioannis Chaniotis
- **VP Administration / Secretary:** Ioannis Kyriakides
- **VP Finance / Treasurer:** Flora Floridou
- **VP Membership:** Panagiotis Marinou
- **VP Professional Development, Education & Events:** Konstantinos Souroulas
- **VP Marketing and Communications:** Maria Paschali

During its term, the Board will focus on expanding member and volunteer engagement, strengthening partnerships with industry, government and academia, and delivering high-quality events, training opportunities, and networking initiatives for members and stakeholders.

The PMI Cyprus Chapter also expresses its appreciation to the outgoing Board members for their dedication, leadership, and contribution to the growth and success of the Chapter.



PMI CYPRUS CHAPTER WELCOMES NEW MEMBERS THROUGH MEET & GREET EVENTS IN NICOSIA AND LIMASSOL

Building a strong professional community starts with meaningful connections. During April 2026, the PMI Cyprus Chapter successfully hosted two New Members Meet & Greet events, welcoming our newest members in Nicosia and Limassol.

The gatherings provided an informal and friendly environment where new members had the opportunity to meet fellow project professionals, connect with Chapter volunteers, learn more about PMI Cyprus Chapter, and begin building relationships within our growing community.

Nicosia Meet & Greet

Our first gathering brought together new members from across the capital for an evening of networking and conversation. Participants were introduced to the Chapter's activities, upcoming events, volunteer opportunities, and the many ways they can become actively involved in the PMI Cyprus community.

The event highlighted one of the greatest benefits of PMI membership—connecting with professionals who share a passion for project management and continuous professional development.

Limassol Meet & Greet

Following the success of the Nicosia event, the Chapter hosted its second Meet & Greet in Limassol, extending the opportunity to members in the region to connect with one another and with the Chapter leadership.

The evening was filled with engaging discussions, knowledge sharing, and the exchange of ideas, reinforcing PMI Cyprus Chapter's commitment to creating opportunities for collaboration across the island.

Interested in becoming a member?

Join the PMI Cyprus Chapter and become part of a vibrant community of project professionals. Enjoy access to educational resources, networking opportunities, professional development, and a global network dedicated to advancing the project management profession.



PMI CYPRUS CHAPTER SUMMER NETWORKING GATHERING 2026 BRINGS OUR COMMUNITY TOGETHER

On 1 July 2026, PMI Cyprus Chapter welcomed members, volunteers, partners, and project management professionals to our Summer Networking Gathering, an evening dedicated to strengthening connections, exchanging ideas, and celebrating the vibrant PMI community in Cyprus.

Hosted in a relaxed summer atmosphere, the event provided an excellent opportunity for members to reconnect with colleagues, welcome new faces, and build valuable professional relationships beyond the workplace. Throughout the evening, attendees enjoyed engaging conversations, shared experiences from projects across different industries, and explored new opportunities for collaboration within our growing community.

One of the highlights of the evening was the recording of video testimonials from our Founding Members and long-standing Chapter Members, who shared their personal experiences, memorable moments, and the value they have gained through their journey with PMI Cyprus Chapter. These stories will form part of an upcoming campaign celebrating the people who have shaped our Chapter over the years.

Events like these demonstrate that PMI membership extends far beyond professional certifications. They create opportunities to build lasting relationships, exchange knowledge, inspire one another, and contribute to a stronger project management profession in Cyprus.

[Click here to register](#) 

THE PMI CYPRUS CHAPTER PRESENTS

SAVE
THE
DATE

THE 10TH PROJECT MANAGEMENT CONFERENCE

10 YEARS

FRIDAY | 13 NOVEMBER 2026
Hilton Nicosia | 08:30

Coordinator



Media Partners



Organizer



The 10th Project Management Conference



PMI Cyprus Chapter 10th Project Management Conference

FRIDAY, 13 NOVEMBER

2026

HILTON NICOSIA

This year marks a significant milestone for the PMI Cyprus Chapter as we proudly host the 10th Project Management Conference celebrating a decade of bringing together project professionals, industry leaders, and innovators to advance the profession in Cyprus.

Over the past ten years, our annual conference has become the premier event for the project management community, providing a platform to exchange ideas, share best practices, and explore the latest trends shaping our profession.

The 10th Anniversary Conference promises to be our most exciting edition yet, featuring an inspiring programme designed to inform, connect, and inspire.

WHAT TO EXPECT

- Inspiring keynote speakers from Cyprus and abroad
- Thought-provoking sessions on the future of project management
- Emerging trends, innovation, AI, and leadership insights
- Valuable networking opportunities with professionals across industries
- A celebration of ten years of community, collaboration, and excellence

Whether you are an experienced project professional, an emerging leader, or simply passionate about the future of project management, this conference offers a unique opportunity to learn, connect, and be part of a remarkable milestone.

Save the date and join us as we celebrate the past, embrace the present, and shape the future of project management together.

Stay tuned speaker announcements, registration details, and exciting surprises will be revealed in the coming months.

We look forward to welcoming you to our biggest conference yet!



PDU WEBINARS DELIVERED THIS YEAR

DATE	30 th January 2026
SUBJECT	Going Pro 3.0: Master Your Next Project Management Journey in the Age of AI Uncertainty
DESCRIPTION	Going Pro 3.0 is a practical, high-impact keynote designed for project management professionals navigating today's complex and rapidly evolving work environment. Technical expertise alone is no longer enough—successful project leaders must strengthen how they work, how they lead, and how they deliver value. In this session, Dr. AZ introduces the IOR Framework—Inward, Outward, Results—a strategic model aligned with the PMI Talent Triangle to accelerate professional growth and project success.
INSTRUCTOR	Dr. Ahmed Zouhair
DATE	24th February 2026
SUBJECT	Predict, Optimize, Deliver: The New Science of Project Control
DESCRIPTION	Construction and Operations projects are often plagued by the “Optimism Bias”. We plan for the best day but often manage for the worst. In an era where data is the new concrete and AI is the new rebar, traditional project management methods are no longer enough to guarantee delivery. This session bridges the gap between the digital world and the physical world of site operations. We will move beyond the buzzwords to explore practical, rigorous strategies that turn “unstructured” project chaos into predictable, controllable outcomes, from inception to final operational handover.
INSTRUCTOR	Orestes (Tes) Adamou
DATE	24th March 2026
SUBJECT	The Art of Adaptive Leadership: Practical tools for leading when the map is changing
DESCRIPTION	Project and program managers today operate in environments characterized by shifting priorities, international cross-functional stakeholders, hybrid delivery models and increasing ambiguity. Traditional control-based approaches are often insufficient when challenges are adaptive rather than purely technical. This session provides practical leadership tools for identifying adaptive challenges within projects and responding effectively. Participants will explore how to manage stakeholder dynamics, navigate resistance, support decision-making under uncertainty and maintain progress when the path forward is unclear. Through real examples and structured frameworks, this session equips project professionals with immediately applicable leadership practices to enhance delivery effectiveness in complex international environments.
INSTRUCTOR	Giulia Morello
DATE	21st April 2026
SUBJECT	PMP Prep: What is PMI Mindset?
DESCRIPTION	Preparing for the PMP exam is not simple. Most people are stuck in understanding the PMI mindset and how it differs from “real-life” projects. In this session, we will deep-dive into the clarity of the PMI Mindset.
INSTRUCTOR	Gabor Stramb
DATE	27th May 2026
SUBJECT	PMO as an Innovation Driver
DESCRIPTION	“PMO as an Innovation Driver” demonstrates how a traditional IT-focused PMO can evolve into a strategic engine of enterprise transformation. Through a real-world journey spanning Lean, Agile, portfolio governance, and AI-driven innovation, the session shows how a modern PMO enables strategic alignment, accelerates value delivery, and leads sustainable organizational change. Following this transformation, the PMO was recognized as Best PMO in Europe 2025 by the PMI PMO Awards.
INSTRUCTOR	Yuliia Nikolaieva



THE NEW ERA OF PROJECT MANAGEMENT: FROM RISK MANAGEMENT TO STRATEGIC ADAPTABILITY

BY NIKOLAOS VALATSOS

VP MARKETING & COMMUNICATIONS, PMI GREECE CHAPTER

For decades, project management was built upon a relatively stable assumption:

The environment in which organizations operate is largely predictable.

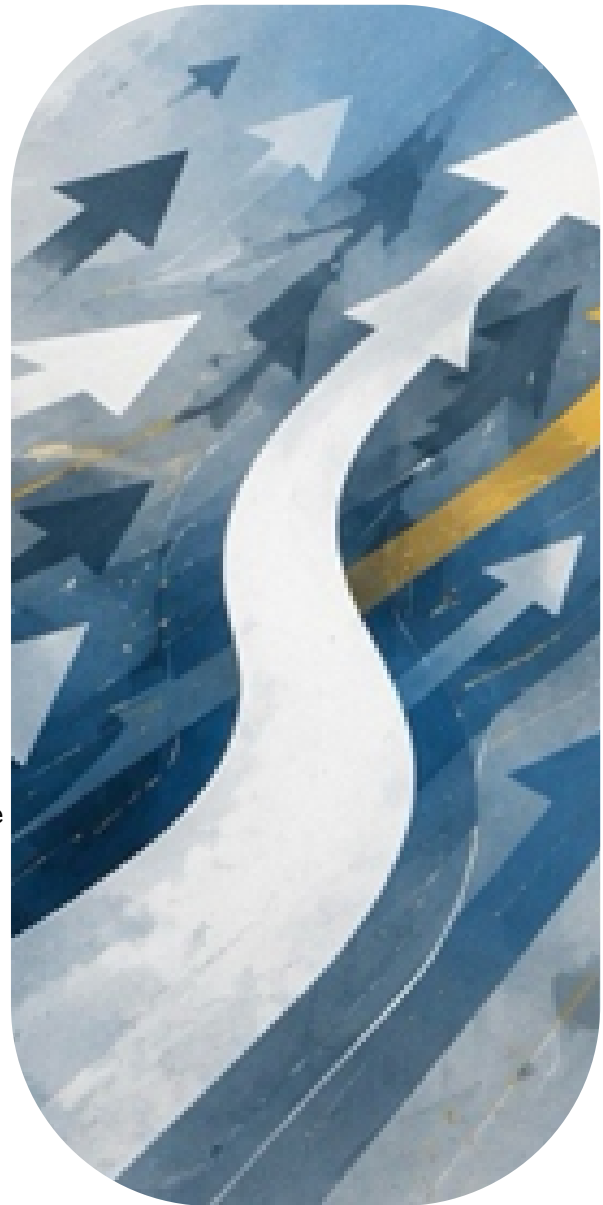
Markets evolve gradually. Supply chains optimize around cost and efficiency. Strategic plans are developed over multiple years based on assumptions that are expected to remain reasonably valid.

Today, that assumption no longer holds.

Organizations are operating in a world characterized by geopolitical tensions, technological disruption, shifting regulations, economic uncertainty, climate-related challenges, and increasingly interconnected risks. Research from institutions such as the World Economic Forum, PMI, Gartner, and numerous academic studies consistently points to the same conclusion: uncertainty is no longer an occasional disruption. It has become a permanent feature of the business environment.

This reality is transforming the role of project management.

What was once considered primarily a discipline of planning, control, and execution is increasingly becoming a strategic capability that enables organizations to adapt, respond, and thrive amid constant change.



Uncertainty is No Longer an Exception

Traditionally, uncertainty was treated as something temporary. A project would encounter a crisis, address it through risk management processes, and eventually return to a stable operating environment.

Today's challenges are different.

Organizations face continuous shifts in markets, technologies, regulations, customer expectations, and geopolitical conditions. New competitors emerge faster. Supply chains are reconfigured. Entire industries are reshaped by artificial intelligence and digital transformation.

In such an environment, success is no longer determined solely by how effectively an organization executes a predefined plan. Success increasingly depends on how quickly it can adapt when the plan inevitably changes. This places project professionals at the center of organizational resilience.

The End of Static Planning

Traditional project management methodologies emphasize planning, budgeting, scheduling, governance, and control.

These remain essential.

However, they are no longer sufficient on their own.

The challenge facing many organizations today is not whether a project will experience delays or budget pressures. It is whether the assumptions underpinning the project remain valid throughout its lifecycle.

A business case developed twelve months ago may require substantial revision today. A strategic priority may shift before a program reaches completion. Technologies considered cutting-edge at project initiation may become obsolete before deployment.

As a result, project management must evolve beyond execution management.

It must incorporate:

- Strategic foresight
- Scenario planning
- Organizational agility
- Systems thinking
- Cross-functional collaboration
- Decision-making under uncertainty

The most successful organizations are not necessarily those with the most detailed plans.

They are often those with the greatest ability to adjust their plans when circumstances change.

The Rise of the adaptive leadership

This shift also changes the profile of effective project leaders.

Historically, project managers were often evaluated based on their ability to maintain control, enforce processes, and deliver according to plan.

While these skills remain important, the modern environment demands additional capabilities.

Today's project leaders must be able to:

- Navigate ambiguity
- Manage competing priorities
- Align diverse stakeholder groups
- Make decisions with incomplete information
- Build trust during periods of uncertainty
- Lead organizational change

In many cases, the most valuable contribution of a project leader is not producing a perfect schedule.

It is helping an organization maintain direction when certainty disappears.

This requires a different mindset—one focused less on control and more on adaptability.



Resilience as a competitive advantage

One of the most important lessons emerging from recent research is that disruption creates both risks and opportunities.

While some organizations become paralyzed by uncertainty, others use the same conditions to accelerate innovation, enter new markets, strengthen partnerships, and redesign operating models.

The difference often lies in their ability to adapt.

Resilience is no longer simply a defensive capability designed to protect organizations from shocks.

It has become a source of competitive advantage.

Organizations that can reallocate resources quickly, learn rapidly, and execute change effectively are often better positioned to capitalize on emerging opportunities than those that remain attached to established models.

Project management plays a central role in enabling that resilience.



Project Management as a Strategic Function

For many years, project management was viewed primarily as a support function. Increasingly, it is becoming a strategic one. In a world defined by transformation, complexity, and continuous change, organizations need professionals who can bridge the gap between strategy and execution.

They need leaders who can translate vision into action while remaining flexible enough to adjust course when circumstances demand it. The future will not belong exclusively to the organizations with the best products, the largest budgets, or the most sophisticated technologies. It will belong to those that can adapt faster than their competitors.

And adaptation, at its core, is a project. That is why project management is no longer just about delivering projects.

It is about enabling organizations to navigate uncertainty, transform continuously, and remain relevant in a rapidly changing world.



DELIVERING M.O.R.E. A SHIFT FROM PROJECT MANAGEMENT TO PROJECT SUCCESS

BY MARIAMI MELADZE

PMP, REGIONAL HEAD OF COMMUNITY, EUROPE

For a long time, project success was defined by a simple equation: deliver on scope, on time, and on budget.

Today, that definition no longer reflects reality.

We are operating in a world shaped by constant transformation driven by AI, sustainability challenges, and evolving stakeholder expectations. In this environment, delivering outputs is no longer enough. What matters is whether a project creates meaningful value – value that is worth the effort and investment and recognized by those it is meant to serve.

This shift sits at the heart of M.O.R.E.



M.O.R.E. brings together four essential dimensions: managing perceptions, owning success, relentlessly reassessing, and expanding perspective. These elements reinforce a shift from simply completing work to ensuring that work delivers meaningful, sustained impact.

At its core, M.O.R.E. challenges us to rethink what success really means. It reflects a broader evolution in the profession from focusing on project management success, centered on execution, to project success, defined by the value delivered.

The scale of the challenge makes this shift even more important. Today, just over half of projects are viewed as successful by their stakeholders, highlighting a significant gap between delivery and perceived value. The Step Up: Redefining the Path to Project Success with M.O.R.E. (2025) report from PMI reinforces this gap, showing that only around 7% of project professionals consistently apply all four elements of M.O.R.E. yet when they do, Net Project Success Score can increase from 27 to 94.

What is particularly compelling is that the principles behind M.O.R.E. are not new. Managing stakeholders, aligning with strategy and adapting to change have always been part of good practice. The difference today is the need to apply them consistently, holistically, and with intention.

In many ways, this shift is already visible within our community.

Working closely with PMI chapters across Europe, I see how naturally this mindset resonates. In community-led initiatives, success is rarely measured only by whether something was delivered as planned. Instead, it is reflected in the level of engagement, the development of leaders, and the longer-term value created for members and stakeholders.

Volunteers and members, in particular, do not engage because a plan was completed – they engage because they see purpose and impact.

The urgency for this shift continues to grow. Organizations are investing heavily in transformation initiatives from digital and AI to sustainability — and the effectiveness of these investments depends on their ability to translate strategy into outcomes. In fact, one of the biggest barriers highlighted by leaders is the disconnect between strategy and execution, reinforcing the critical role project professionals play in bridging this gap.



This is where the M.O.R.E. mindset becomes essential. By applying it, project professionals move from being execution-focused practitioners to strategic enablers, ensuring that projects deliver real, measurable value.

To support this evolution, PMI has developed a range of resources designed to help professionals put M.O.R.E. into practice. These include freely available thought leadership reports and learning courses for members that introduce the core concepts and support their application in real project contexts.

M.O.R.E. represents a call to action for the profession to raise standards, expand accountability and increase impact. When we embrace this responsibility, we do not just improve project success. We elevate the impact and relevance of our entire profession.

References

- Project Management Institute (PMI). (2026). M.O.R.E. Playbook.
- Project Management Institute (PMI). (2025). Step Up: Redefining the Path to Project Success with M.O.R.E.
- Project Management Institute (PMI). (2025). Delivering M.O.R.E.



GET INVOLVED AND MAKE A LASTING IMPACT



Stay Connected with PMI Cyprus

