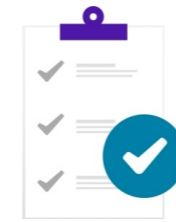
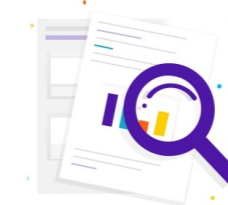
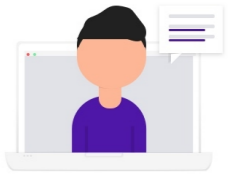
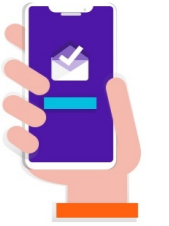
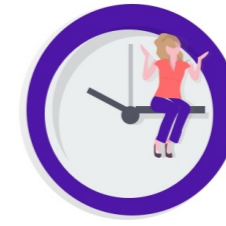
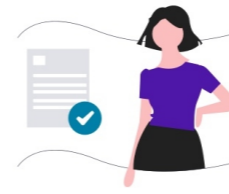


PMI Illustration Research & Insights



Goals

Our goals are to create a new illustration system that can be added to the existing brand styleguide allowing PMI to improve communication, brand consistency, add emotion and delight to traditional and digital platforms when illustration is needed.

The success of the project can be measured from our users improved understanding of PMI's product benefits and offerings through improved illustration communication and consistency.

- New illustration system
- Improve efficiency and usability
- Improve communication
- Brand harmony and consistency
- Add emotion and delight
- Opportunity for interactivity and animation
- Establish system for governance
- Improve product understanding

Why is it needed?

A new illustration system will create harmony and consistency across our digital experiences. By establishing this system with guidelines, we will:

Empower designers - working across multiple teams and platforms with the assets and knowledge to select, or create on-brand icons and illustrations.

Create a common visual language - consistent user experience for our members. Reducing cognitive load.

Storytelling - Make complex ideas more accessible.

Represent our brand - personality, voice, and platform - efficiently and clearly.

Help to tell stories - thoughtfully convey ideas and scale up or down depending on context.

Communication - create meaning and purpose around each icon, or illustration.

Business benefits - represent our brands, products, or messaging.

Governance - document in the DSM

Best practices - Establish guidelines - Do's and Dont's - for consideration to meaning, or purpose.

Audience and Users

Our audiences are current members and future members who want to improve their career path through project management skills and make the world better through their diverse perspectives, impact, and accomplishments.

The illustration system should capture the stories, tasks and personality of brand and also provide inspiration and delight.

- Current members
- Future members
- Employees and recruiting

Considerations

- How illustrations are used
- When to use / when not to
- Illustration design values and principles
- Types or categories of illustrations

Stakeholders

Our stakeholders are PMI brand and leadership teams.

They want the illustration system to align with the brand voice and values and help to unite across different platforms to create consistency and clear communication for product offerings and benefits.

- PMI brand team
- Leadership team

Challenges

- Values and principles alignment
- Illustration visual direction
- Application and usage
- Siloed teams
- Monitor library and DSM
- Governance
- Pairing with content
- Phase rollout of illustrations considering past, midstream and future system

How do illustrations help an organization?

Google Fi is a good example of how illustrations can help a company with:

- Consistency
- Complex ideas to simple
- Represent brand
- Support Interactivity
- Tell stories
- Emotion / delight



Welcome to Google Fi

A phone plan that can.

[Join Fi](#)

Join from home, without activation fees or contracts
[Explore plans](#)


Stay safe with privacy and security features
[See how Fi helps keep you safe](#)

Share with your favorite people
[Explore Fi for families and groups](#)

Super fast coverage, 5G included

Fi gives you great coverage, coast to coast. With a phone designed for Fi, you'll get even better coverage as it intelligently switches between networks and secure Wi-Fi connections. All plans include nationwide 5G for supported phones. ☺


[See coverage](#)



Secure calls with end-to-end encryption


Calls between Android phones on Fi are secured by default, so your conversations stay private.

[Learn more](#)



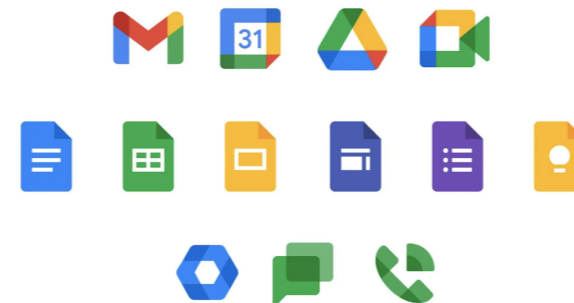
Connect safely with privacy and security features

[See how Fi helps protect you](#)

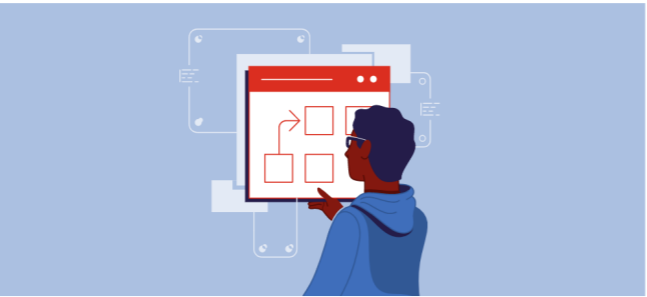
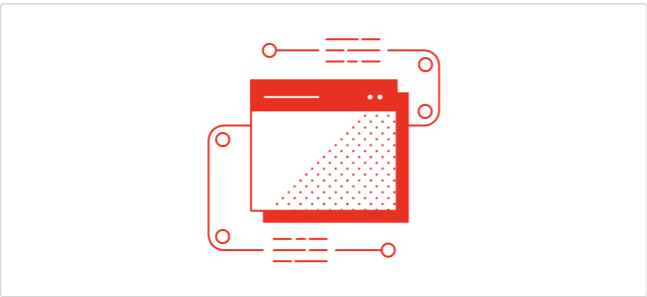


Share with your favorite people

[Explore Fi for families and groups](#)



What are elements that make up the anatomy of a good system?



What elements are in a good illustration system?

- Grid
- Scale
- Color
- Stroke
- Objects/Background
- Texture

These elements help to build a system that stays consistent and manageable with multiple teams and partners.

What are examples of illustration categories?



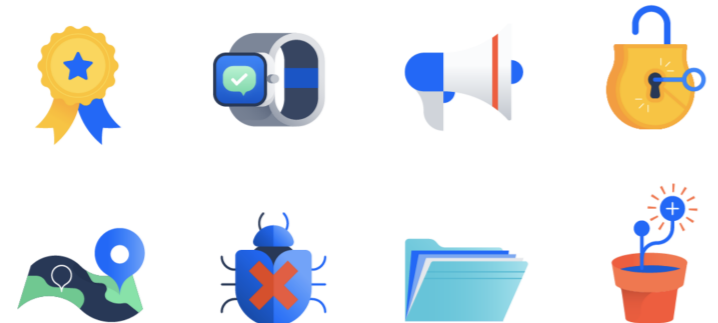
Hero Illustration



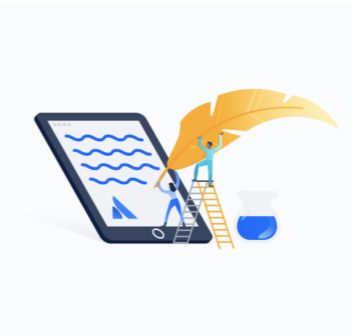
Spot Illustration



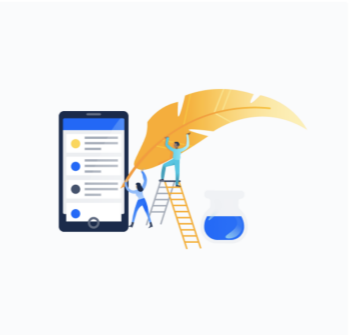
Character Illustration



Objects and Icons



DO
Use pre-made compositions for meeples and scenes.



DON'T
Use multiple illustrations and hack together illustrations.

Best practices

What are illustration categories?

- Hero
- Spot
- Mini-spot
- Characters
- Icons
- Diagrams/Charts
- Infographics

How do they help?

Illustration categories help to organize the system and provide ways to apply for meaning, purpose and communication.

What are best practices for illustration systems?



✓ This

Use mini-spot illustrations as provided.



✗ Not this

Do not distort, combine, add colors to, or modify existing mini-spot illustrations.



✓ This

Use mini-spot illustrations at a size where all of the details are legible.



✗ Not this

Do not use mini-spot illustrations in place of icons.



✓ This

Use a mini-spot illustration as an independent element to tell a complete story.



✗ Not this

Do not layer or combine multiple types of illustrations or icons into one visual.



✓ This

Be consistent with the type of illustration you're using in a given application.



✗ Not this

Do not unintentionally use more than one type of illustration per application.

Best practices

Illustration systems need to have best practices to create consistency and align teams on how to use them for communication:

Do's and Don'ts
Application
Animation
Interactivity

PMI Illustration System - Discovery

Icons

Certification Registry
Search for Active and Retired Credential Holders

How Can We Help Your Organization?

Picks are right-sized learnings, allowing you to drill down to exactly what you need to know, without the fluff.

Spot / Mini Spot

The architecture of the DA tool kit

The PMI Talent Triangle®

Diagrams / Infographics

Supporting Roles

Characters

Badges

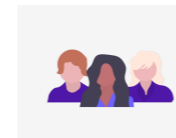
Hero

PMI Illustration System - Analysis

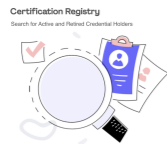
Design **inconsistency** across the PMI ecosystem is apparent. Could be due to no governance, and/or team alignment with illustrations, collaboration, communication, teams working on own ideas, styles, illustrations are not being kept consistent and harmonious across platforms when using illustrations.



Icon - style, stroke, color inconsistency, lack of grid and scale; icons used for complex ideas



Characters - style inconsistencies, too small or too big, not proprietary, color usage and texture uneven



Mini-spot - style, color, combination, scale inconsistency; not clear when to use for complex, or simple ideas, storytelling



Badges - communication, scale, style, system can be worked out to create hierarchy and consistency



Diagrams / Infographics - inconsistent, no system, complex and simple breakdown needs update, grid and form for responsive, inconsistent color and font usage



Hero - style, color, combination, scale, animation; when to use for complex or simple ideas, storytelling update

Opportunity and Approach

Our illustration style guide will create harmony and consistency across our digital experiences.

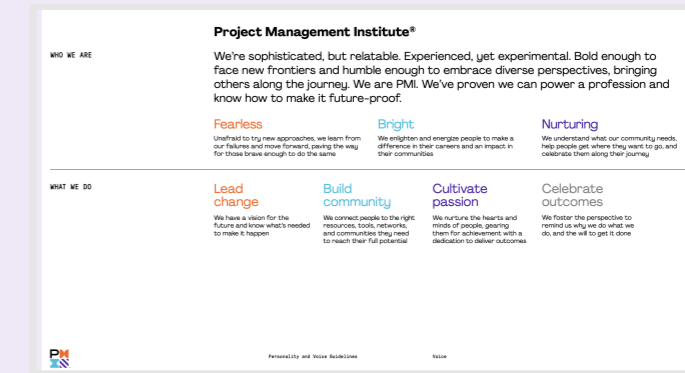
Business Benefits

- Empower designers working across multiple teams and platforms with the knowledge to select or create on-brand icons and illustrations.
- Speed up production time with ready to use libraries of assets.
- Enhance product offerings meanings
- Customer experience improved

User Benefits

- Create a common visual language and consistent user experience for our members. Reducing confusion and cognitive load.

Values & Principles



Innovative & Experimental - We welcome unique perspectives and styles when expressing the visual brand through illustration.

Harmonious - While creativity is encouraged, Illustrations should work in balance with each other, our brand guidelines and and the UI of our digital experiences.

Purposeful - Every icon, or illustration should have a unique name and purpose.

Scalable - Illustrations and icons should be built to scale. Layer elements into a larger hero illustration or reduce down details to a spot, hero or icon. Always consider screen size and application when choosing illustrations.

Delightful - Illustration and icons should engage users with bright playful design and interactivity.

Inclusive - Everything we design should be accessible and welcoming for every user regardless of their abilities.

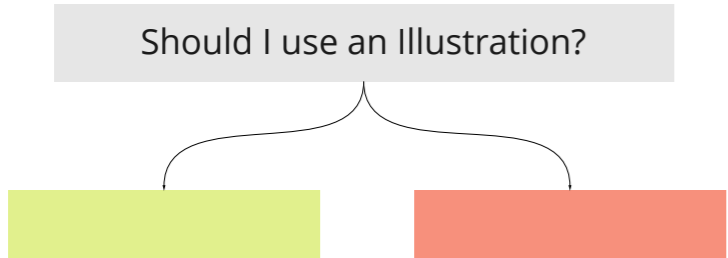
Interactive - Interactive and motion will add to a delightful and impactful experience in illustrations with micro and macro experiences to help tell stories for campaigns and initiatives.

Illustration Styleguide

Anatomy & Hierarchy

- Grid
- Scale
- Color
- Stroke
- Objects
- Background
- Texture
- 3d/perspective
- Hero
- Spot
- Mini-spot
- Characters
- Icons
- Animations

Decision Tree



Styleguide Wireframe

PMI Illustration Styleguide

Content
Why is it needed?
Who is it for, and why?
Goals of illustration system
What are the principles? and value
Visual language and elements
Best practices - Do's and Don'ts
Applications
Measure success

Why is it needed?
Identifying the core values and a high level rationale as to why you need illustrations is key to outlining your style. Having a consistent style will obviously create an overarching style that will create harmony across your illustrations. It will mean that various illustrators can tackle illustrations on the same platform safe in the knowledge that their work will look part of the family

- make complex ideas more accessible
- represent brand - personality, voice, and platform - in an efficient and clear way
- scale up or down depending on the context
- affect tone and speak directly to users depending on the job to be done and the user's emotional state
- help to tell stories and thoughtfully convey ideas - they should not be used as decoration or without consideration

Goals	Audiences / Users	Stakeholders
Why do you want to introduce illustrations to the platform?	Understanding and empathy for your user defined	Understand needs of stakeholders
How would you deem the project a success?		

Existing styleguide
If there are existing styleguides already in place, it obviously helps a great deal. It doesn't have to be illustration based. Core design guidelines, brand guidelines, anything that feeds into the overall brand identity of the platform will help create focus.

Existing illustrations
Make a visual audit to create before and after of creation and progress. Show inconsistencies and solution of consistency through illustration system.

Values
How do you see the illustrations fitting into the platform. How do you feel the illustrations should shape your brand identity. Will they be fun, quirky, soft, passive, detailed, elegant, sharp etc. It's basically a general synopsis of the style. Even before you start you should have a general idea of how you want the illustrations to work within the interface, or how you want to use them, to educate the user, for basic empty states, or maybe you simply just to inject some personality into your project.

Active, not passive.
Red Hatt's illustration style implies movement and activity. Illustrated people are realistic and dynamic, not oversimplified or static.

Intentional, not superficial.
Our style is refined and thoughtfully designed to complement the complex nature of our products. They're approachable, but not cartoonish or childlike.

Informative, not decorative.
Red Hatt's illustrations are more than eye-catching. They should complement and enhance the message they're paired with and tell a story about our technology or our customer's business.

Open, not closed.
With diverse people and diverse thoughts, the best ideas come from everywhere. We include a broad range of people and environments that go beyond the traditional enterprise technology clichés.

Illustration categories

Icons
We use icons across the site to give prominence and to enhance the usability of specific elements across the interface. They can be used from 12px up to 64px. We have more rules around how to use iconography in our UI styleguide.

Hero
Hero illustrations are intended to tell more complex stories. This allows them to be more metaphorical and fantastical in nature. The viewer should feel a sense of teamwork, advent, achievement and optimism. In the majority of cases, a central, larger-than-life object should be surrounded by a team working to build, fix, and assemble. Hero illustrations contain more than three people and their complexity should vary depending on the intended size.

Spot illustrations
A spot illustration is used to help showcase a small feature or explain an experience. They're lightweight, not too busy but are there to help enhance the flow by bringing the interface to life and delighting the user.

Spot heroes are slightly simplified versions of heroes, visually and metaphorically. These are perfect when you need to pack a punch with limited space. Often they are a slightly more literal representation of a single concept. Despite simplification, they still contain a small team working on or around a larger-than-life subject.

Use of Characters
We refrain from using characters where possible. The use of a character opens up questions regarding race and gender, and due to our wide range of clients it's best to simply as much possible.

Backgrounds and objects
Backgrounds and objects (computer, mobile phone) in illustration should always adding context to the composition, enriching the message. I advise not to have backgrounds for decoration in product's interfaces, as it can clutter the layout.

Texture
Adding texture to your illustrations makes quite an impact. One of the ways, I personally do often is in shadowing. You can see in the example, that the darker areas of the composition are drawn using a dry brush technique. I use the a base colour, and overlay the texture masking it with the shape below. And voilà! Tons of possibilities. An extra bonus point is adding details and patterns using a pencil brush or similar.

Infographics
Infographics (a clipped compound of "information" and "graphics") are graphic visual representations of information, data, or knowledge intended to present information quickly and clearly. They can improve cognition by utilizing graphics to enhance the human visual system's ability to see patterns and trends.

Illustration elements

Grid and scale
Create a grid and image set sizes to be made for digital and other applications. How small can you go onscreen or offline?

Colour Palette
Our colour palette was chosen carefully with the business in mind. It's passive nature was chosen to complement our wide range of clients. Our aim is for our illustrations to delight the user without stepping on any brand team toes.

Colour Balance
We generally refrain from using too much colour in our illustrations. We try to lean on our "Ghost White" as much as possible, only introducing the rest of the colour palette to give the illustration balance.

Stroke Breakdown
We use a consistent default smooth brush with a 6px stroke. We also allow for 3px stroke if it's smaller details needed in a tight space. We use a rounded cap at all times to work alongside our rounded corner approach.
*Note: We never deviate away from using #B8EAD0 as our stroke colour.

Stroke Caps
We use a rounded cap at all times to work alongside our rounded corner approach.

Backgrounds and objects
Backgrounds and objects (computer, mobile phone) in illustration should always adding context to the composition, enriching the message. I advise not to have backgrounds for decoration in product's interfaces, as it can clutter the layout.

Texture
Adding texture to your illustrations makes quite an impact. One of the ways, I personally do often is in shadowing. You can see in the example, that the darker areas of the composition are drawn using a dry brush technique. I use the a base colour, and overlay the texture masking it with the shape below. And voilà! Tons of possibilities. An extra bonus point is adding details and patterns using a pencil brush or similar.

Applications

- Applications
- First stage
- 2d system
- websites, landing pages, microsites, service sites, presentations, social media
- Second stage
- animation/interactive
- 3d
- collateral - book, magazine, etc.
- demand generation assets (banner ads, etc)
- email
- social media
- swag
- video

Usage Guidelines

When to use:

- Make complex ideas more accessible.
- Represent our brand - personality, voice, and platform - efficiently and clearly.
- Help to tell stories and thoughtfully convey ideas
- Be documented in the DSM
- Create meaning and purpose around each icon or illustration.
- Scale up, or down depending on context.
- Represent unique brands, products, or concepts.

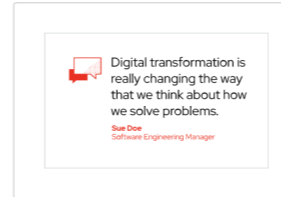
When not to use:

- As decoration without consideration to meaning or purpose.



✔ This

Use mini-spot illustrations at a size where all of the details are legible.



✘ Not this

Do not use mini-spot illustrations in place of icons.



✔ This

Be consistent with the type of illustration you're using in a given application.



✘ Not this

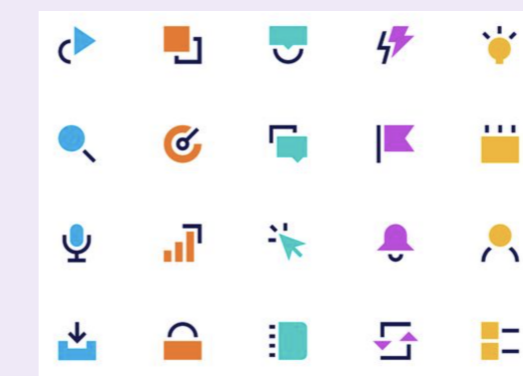
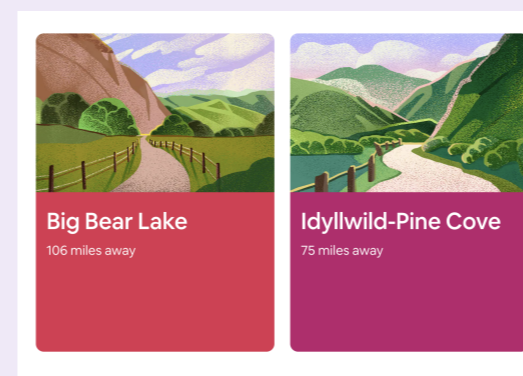
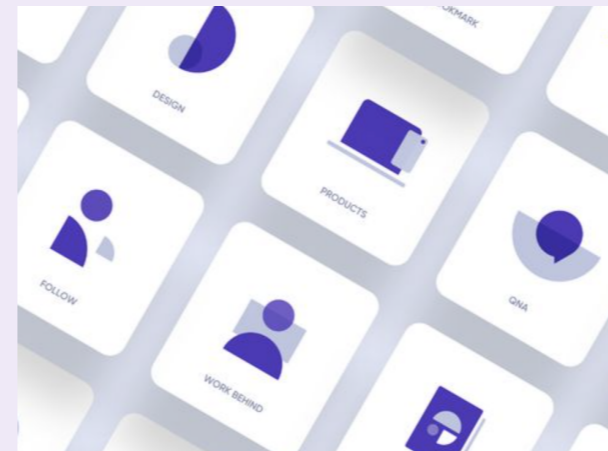
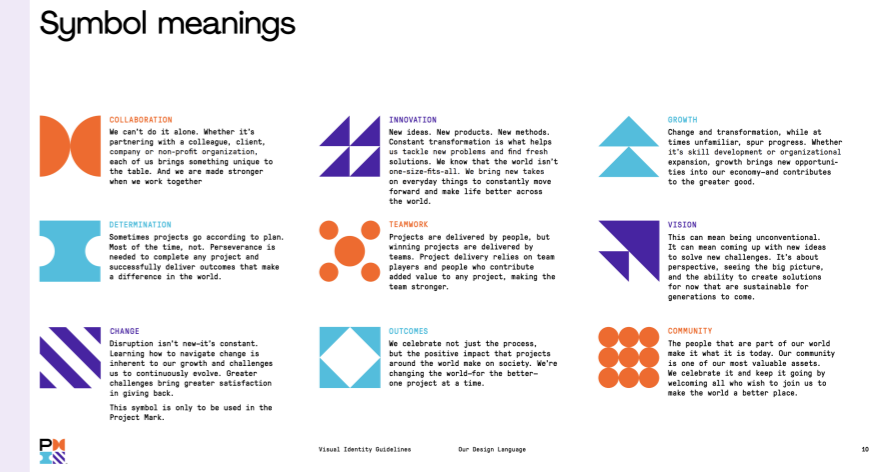
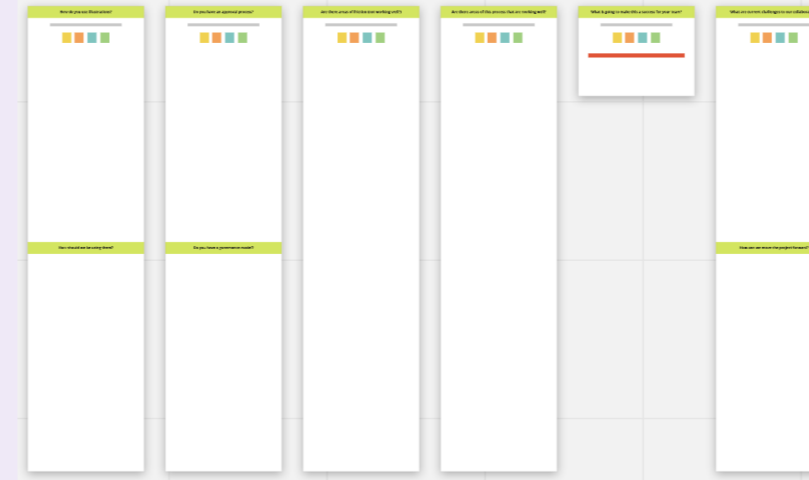
Do not unintentionally use more than one type of illustration per application.

Asset Library and Governance Process

- Organized library of icons, hero and spot hero illustrations for designers to choose from
- Website for explanation and use
- Request process for new illustration needs

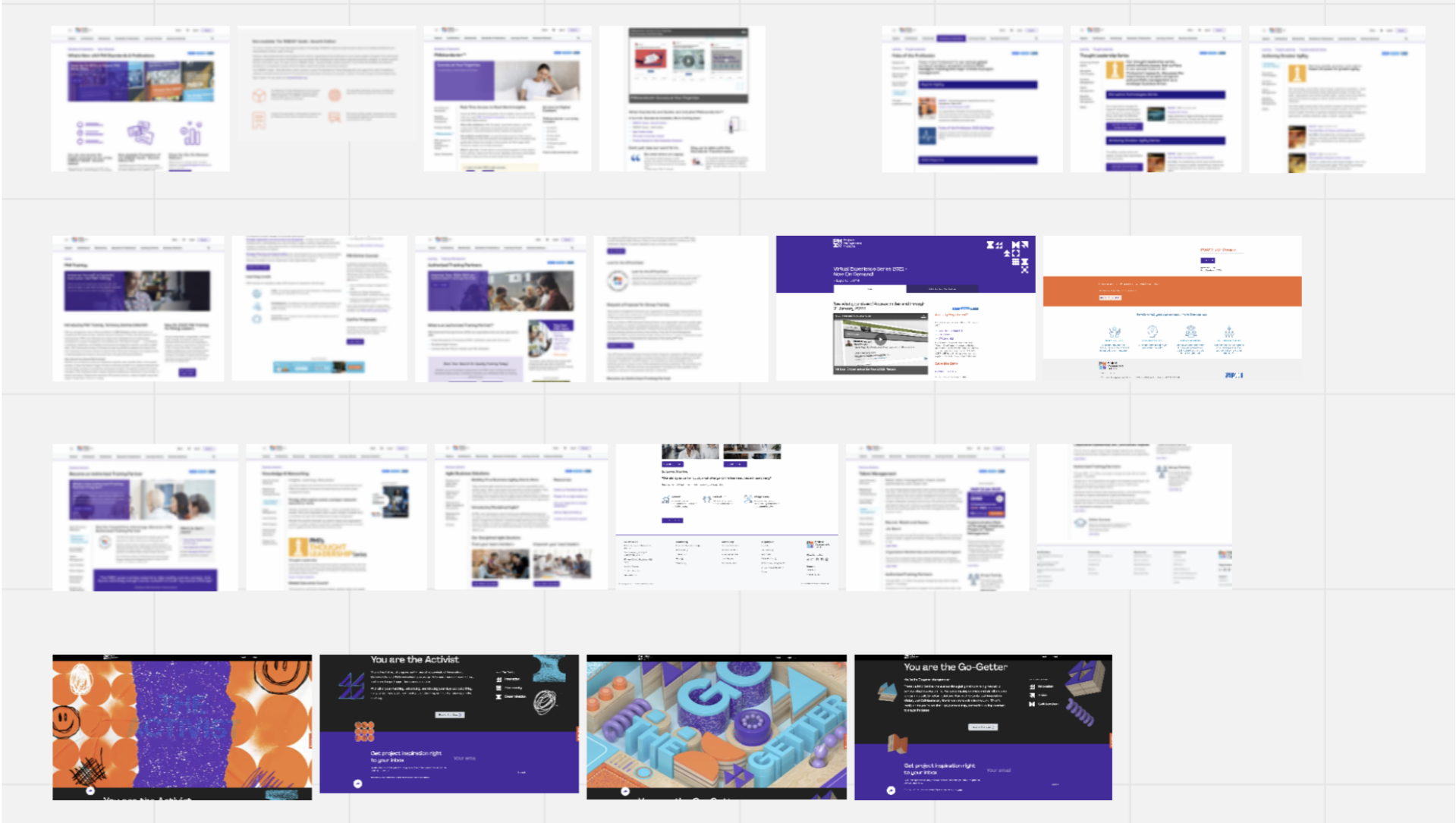
Next steps

- 1) Workshop with UX and Content teams
- 2) Phased approach to illustration creation
- 3) Develop Illustration Brief
- 4) Research/Interview Illustrators
- 3) Begin new illustration exploration
- 4) Test illustration options
- 5) Present to stakeholders
- 6) Create styleguide for design system
- 7) Measure success / user feedback
- 8) To infinite and beyond...

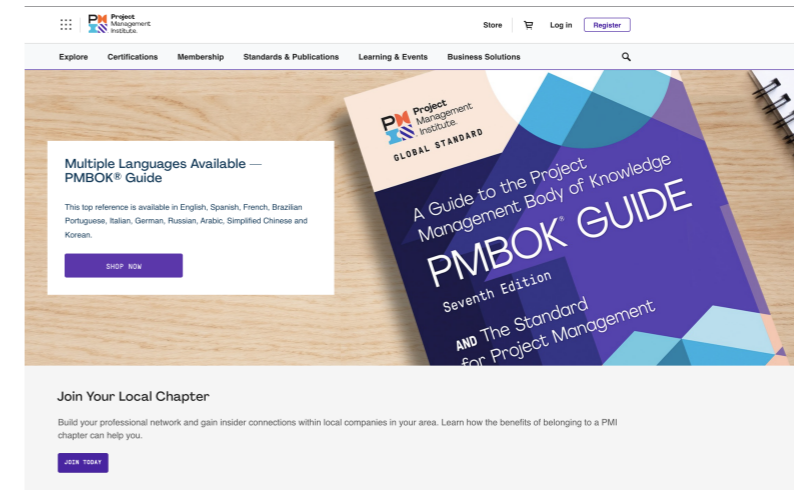
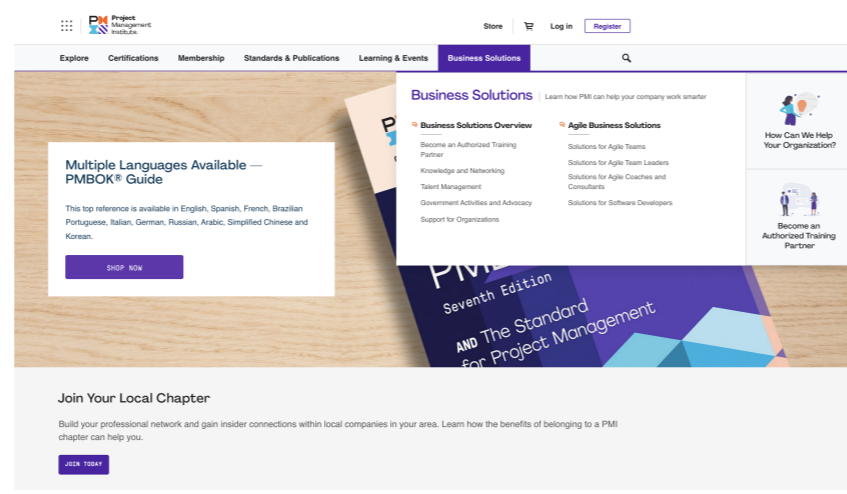
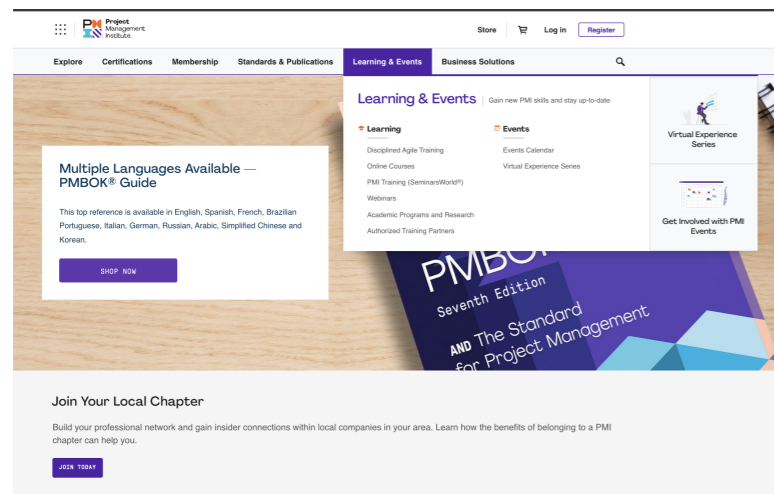
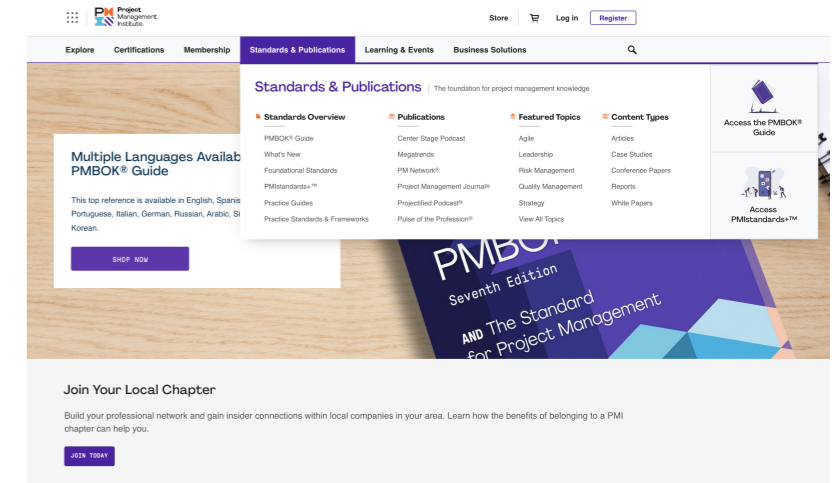
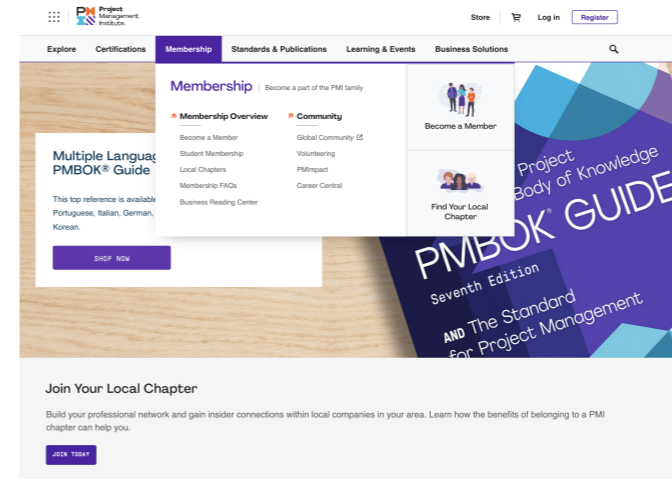
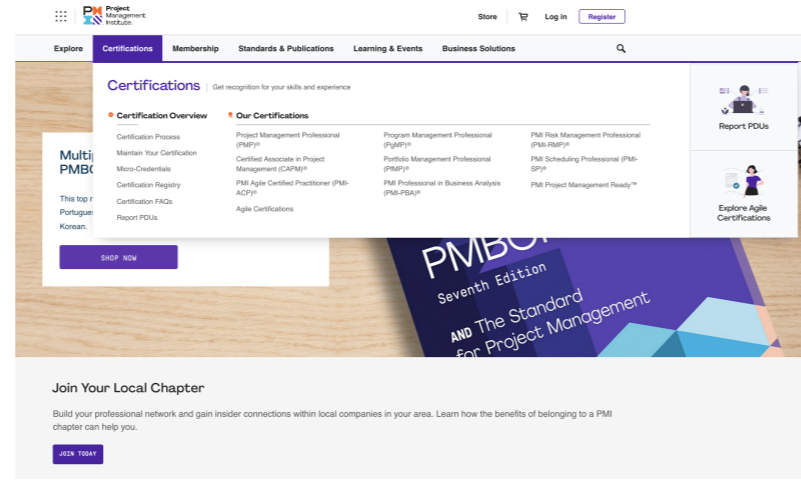
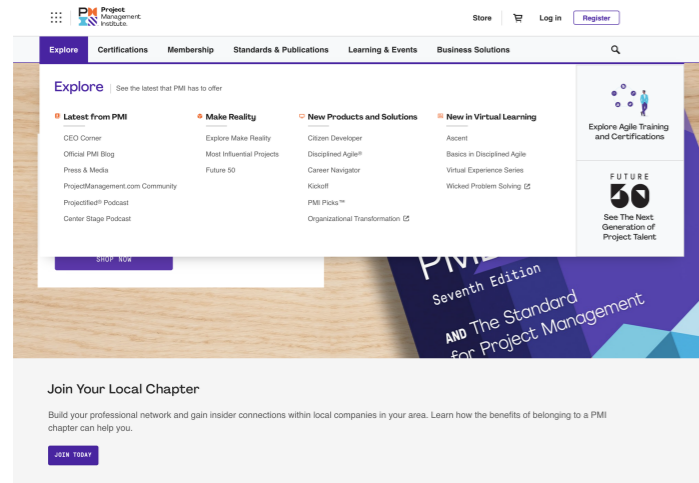


Links & pages audited

- www.pmi.org
- <https://pmipicks.pmi.org>
- <https://www.pmi.org/citizen-developer>
- https://www.pmi.org/make-reality/quizzes/changemakers/results/activist?sc_lang=en
- <https://navigator.pmi.org/assessmentmanagement>
- <https://www.pmi.org/about/contact>
- <https://www.pmi.org/membership>
- <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>
- <https://www.projectmanagement.com/>

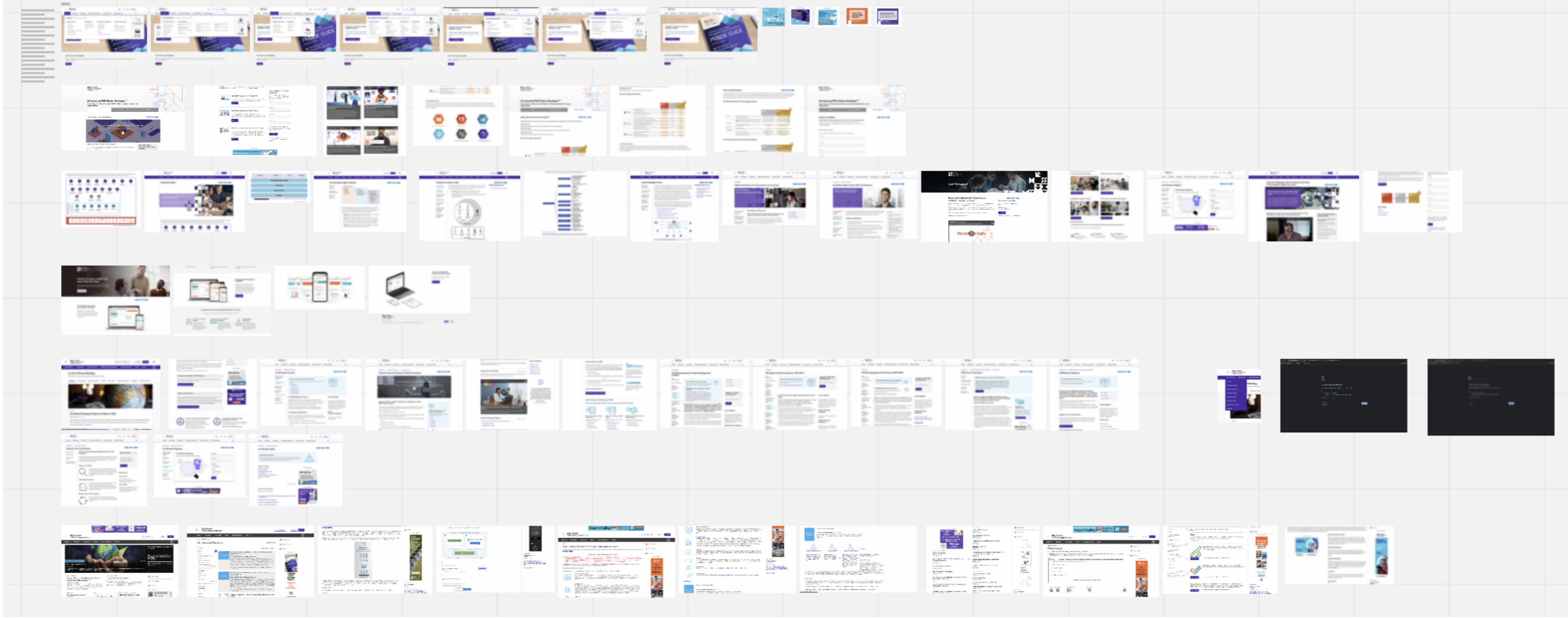


Appendix

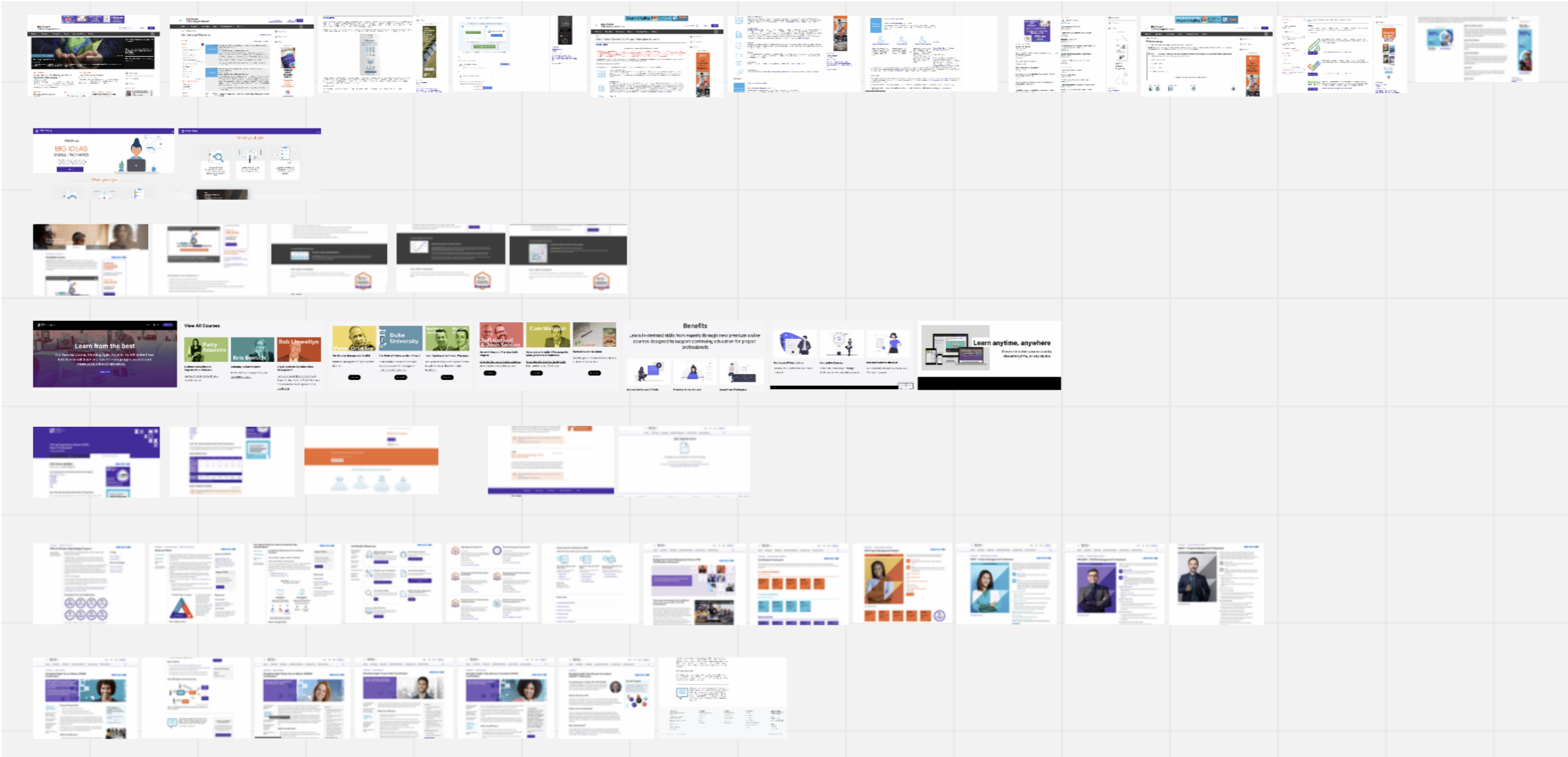


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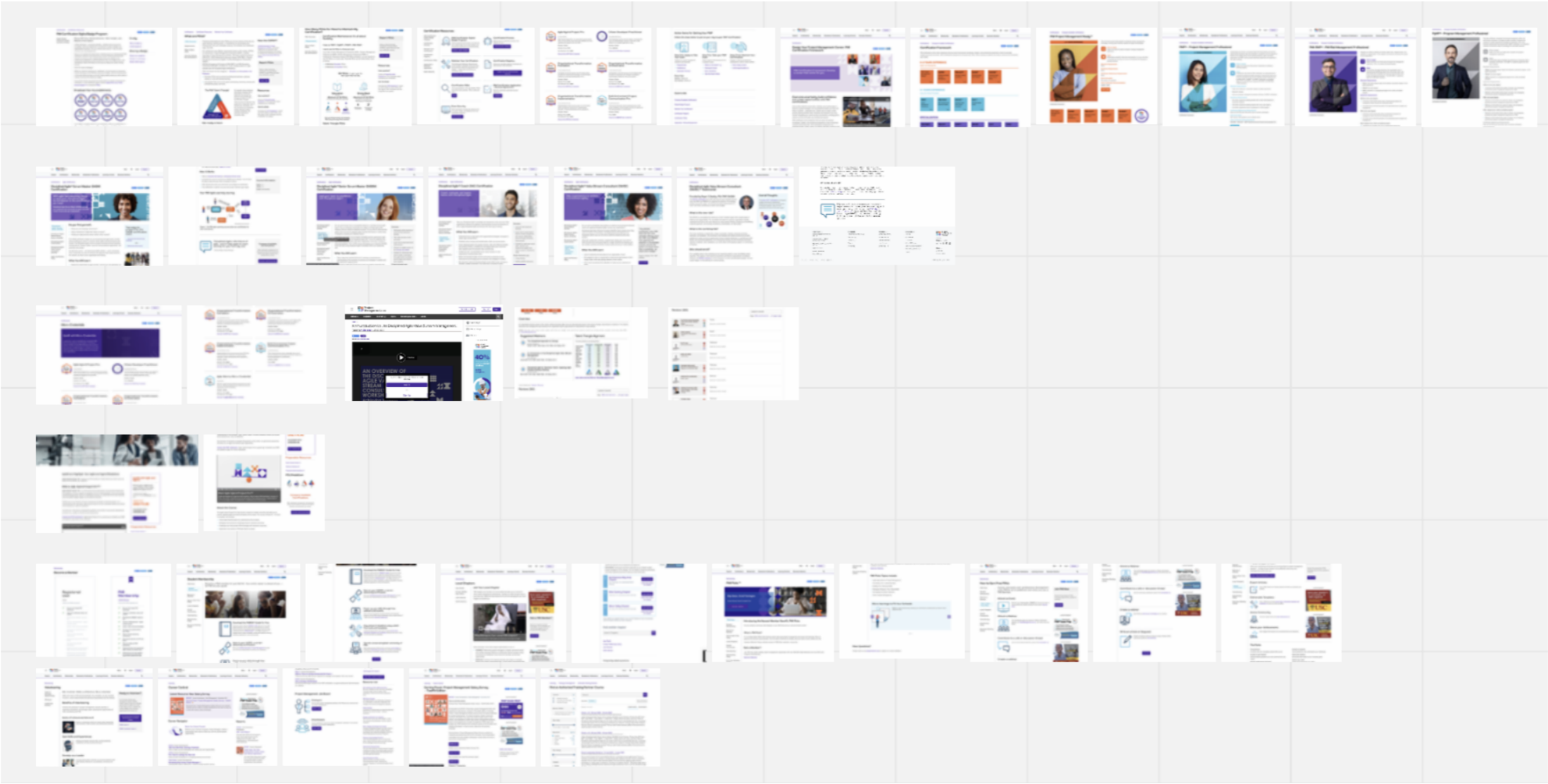
Brief 2 - Digital illustration audit



Appendix



Appendix



How do you use illustrations?

Business

Unification of brand patterns	To represent Member Benefits
To represent products	List of features
contextualize content	differentiate product types

Communication

communicate themes	Delighter
Ease user understanding / reduce cognitive load	guidance
Communicating things in a fun way	to help illustrate ideas on hard topics
guide users through a series of steps	communicate complex concepts
informative	

Interactive

Empty state screens	Heros and CTAs
create infographics within existing components (e.g. call-to-action and image)	create patterns of recognition that users become familiar with across platforms. ex: icons that represent actions or tasks
place holder or loading states	

Applications

Animating them to add delight	motion graphics
Using badges to differentiate certifications	icons
To add visual interest to pages and to support content with imagery	Diagrams
infographics illustrations icons	To represent a state of an application
In addition to stats	

Do you have an illustration approval process?

Yes

sometimes
people ask me
for my input
(not sure if
that counts)

No, however
context may
be subject to
approval by
stakeholder

No

No

nope

No

Comments

run it by Erin
and now
David

Are there areas of friction (not working well?)

Business

stakeholders incorporating clip art

Communication

some are too complex to be used on Mobile side

Terrible labels, so hard to find proper imagery in sketch

not knowing where illustrations are coming from

Hard to represent complex ideas or products like disciplined Agile

Lack of illustration consistency

Currently working on a store homepage redesign and all products use the computer icon. Would be great to have individual illustrations for all products.

Difficult to represent some of the products using illustrations, but there are no product images

Location

There are a few. some illustrations don't degrade well in responsive

Unsure where to find illustrations that currently exist

centralized repository - where?

Unsure what illustrations have already been created/are available for use.

Process / Guidelines

Too many styles

too many options without guidance

guidelines would be helpful so we know what icons to use when, multiple styles of one icon type make it confusing

what size should icons be?

we could organize icons by...build some kind of structure around the sketch library

icon/ui
icon/product
icon/service
icon/valueprop

Handoff to dev is sometimes difficult (Depending on adding it to the DSM)

Finding or having to rebuild things used on other projects

Other

Will often create my own consistent with existing styles based on need

No.

what if we need an icon that isn't in the current set?

Are there areas of this illustration process that are working well?

Working well

Pulling from the DSM is easy

Adding any to DSM is easy

i love that there is a component library in sketch!! it may not be complete, but it's definitely helpful!

Have a lot of options

Governance

ask/refer to Tim Oglie

Having a point of contact to confirm look and feel /governance

Comments

Make Reality loader is sick!

I do what I want!

Create based on need, consistent with existing styles

Examples



Are there any challenges to our illustration collaboration?

Business

May be difficult to get consensus from all parts of the business

Collaboration

As long as users are aware of maintaining consistency, then should be fairly friction-free.

cross-team collaboration

siloed org structure, need design pods across org

Unclear what other teams are working on

May be difficult to align with external vendors

Governance

Ownership/ governance

Although, governance will certainly be an issue for usage by non-designers.

governance who owns what?

Location / Process

centralized repository of assets

Open line to source files to build and continue growing

Is there anything we missed? Should know further about thoughts on illustration?

Guidelines

We should design for different sizes.

Collaboration

Set up a TEAMS account
share experiences and resources

Governance via cross-team steering committee

Is there currently a centralized location to be able to access approved illustrations?

Feel free to use the Brand Assets Team to discuss illustration-related topics. I can create a channel.

Production

aligning final file formats, making sure there's png, jpg and svgs for all

Create icon fonts using icomoon for dev

follow industry standard best practices for appropriate platforms

<https://material.io/design/communication/icon-magery.html>

Questions

General question... are we using a library for spots or are these home-brewed?