PMI Illustration
Research & Insights
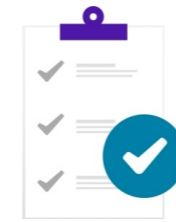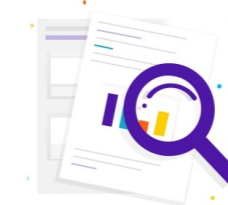
Goals

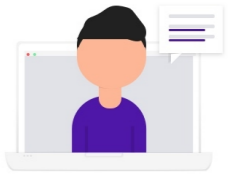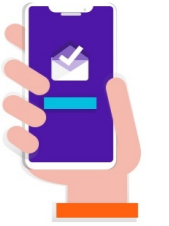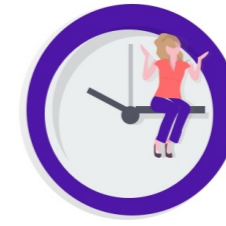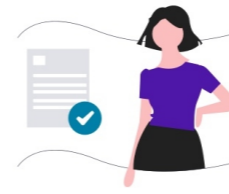Our goals are to create a new illustration system that can be added to the existing brand styleguide allowing PMI to improve communication, brand consistency, add emotion and delight to traditional and digital platforms when illustration is needed.

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?

Welcome to Google Fi

A phone plan that can.

Join Fi

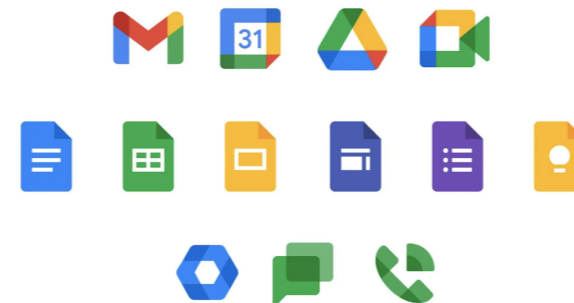Join from home, without activation fees or contracts

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

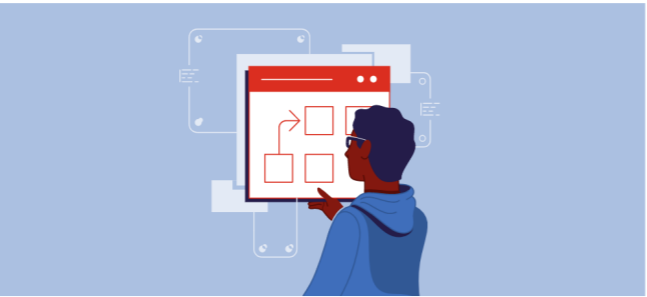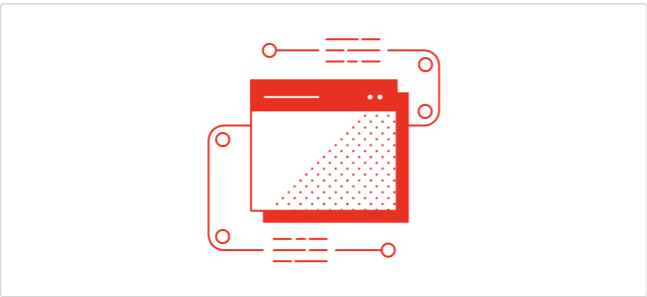**Connect safely with privacy and security features**

See how Fi helps protect you

Share with your favorite people

Explore Fi for families and groups

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

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

What elements are in a good illlustration 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.
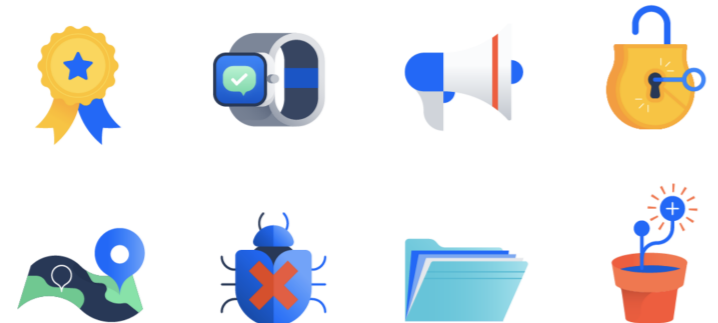
What are examples of illustration categories?
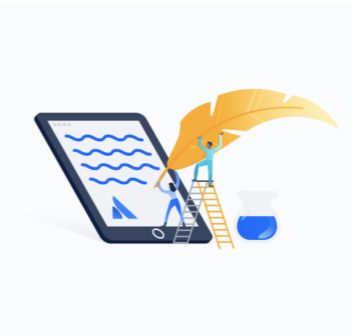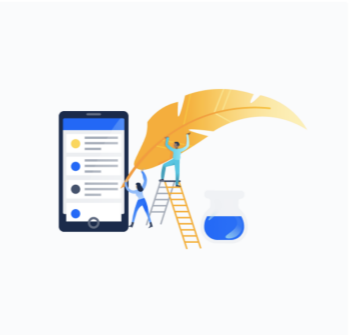

Hero Illustration

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?

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

✅ **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.

Digital transformation is really changing the way that we think about how we solve problems.

Sue Doe
Software Engineering Manager

✅ **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.

PMI Illustration System - Discovery

Icons

Spot / Mini Spot

Diagrams / Infographics

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
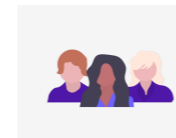
Characters - style inconsistencies, too small or too big, not proprietary, color usage and texture uneven
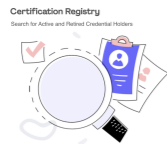
Mini-spot - style, color, combination, scale inconsistency; not clear when to use for complex, or simple ideas, storytelling

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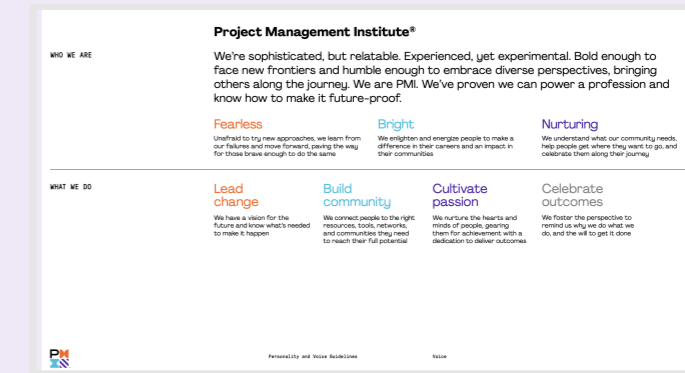
Innovative & Experimental - We welcome unique perspectives and styles when expressing the visual brand through illustration.

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

Should I use an Illustration?

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.
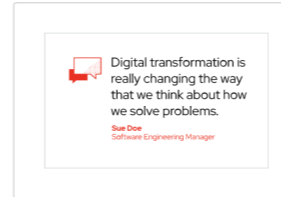
❌ Not this

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...
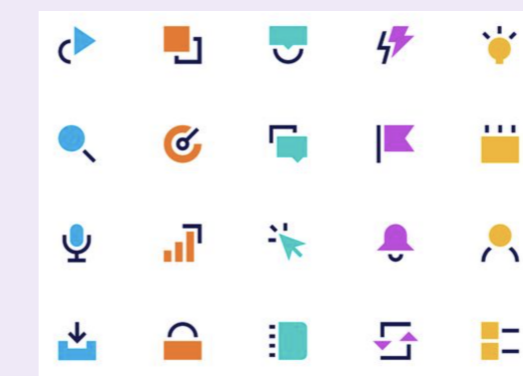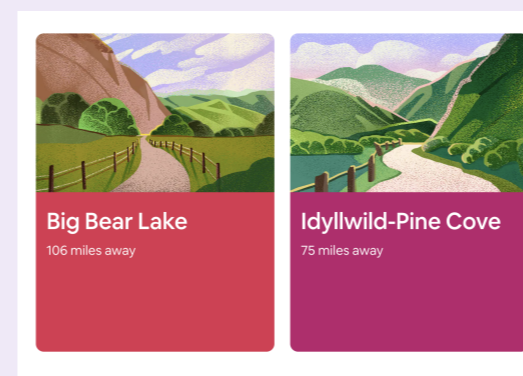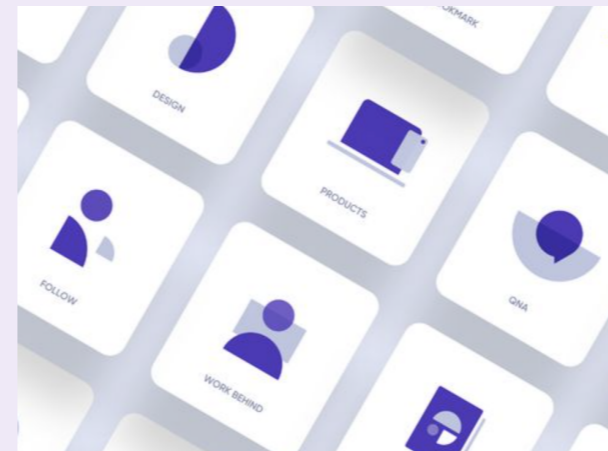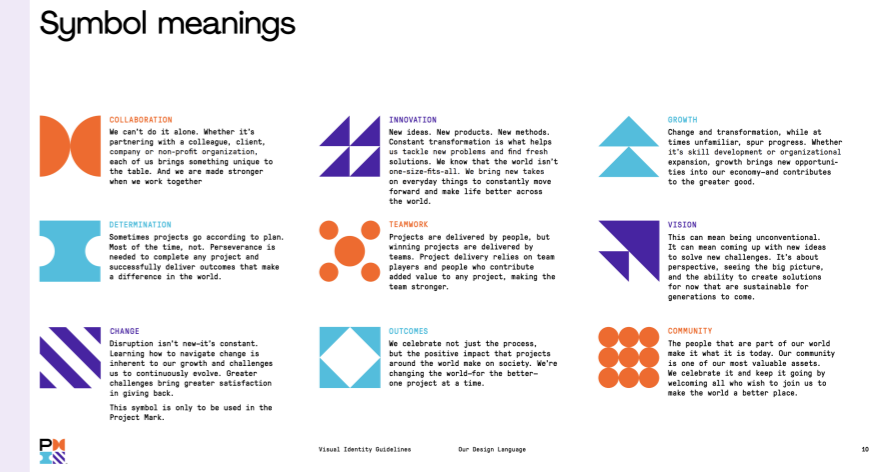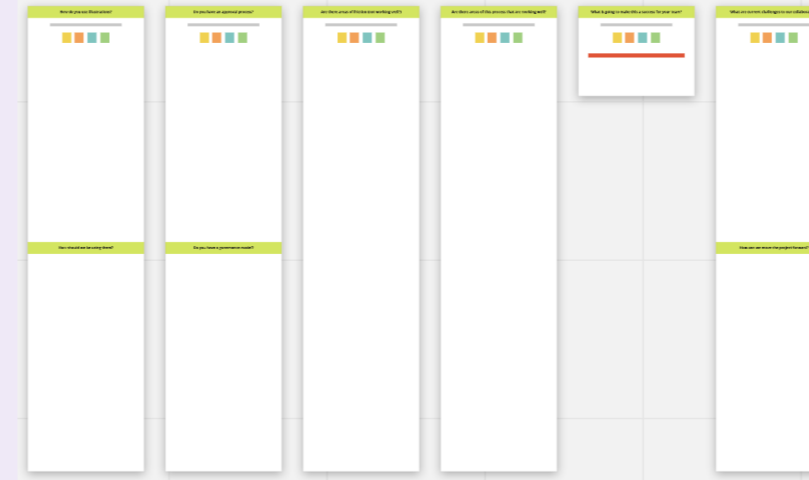
Links & pages audited

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/
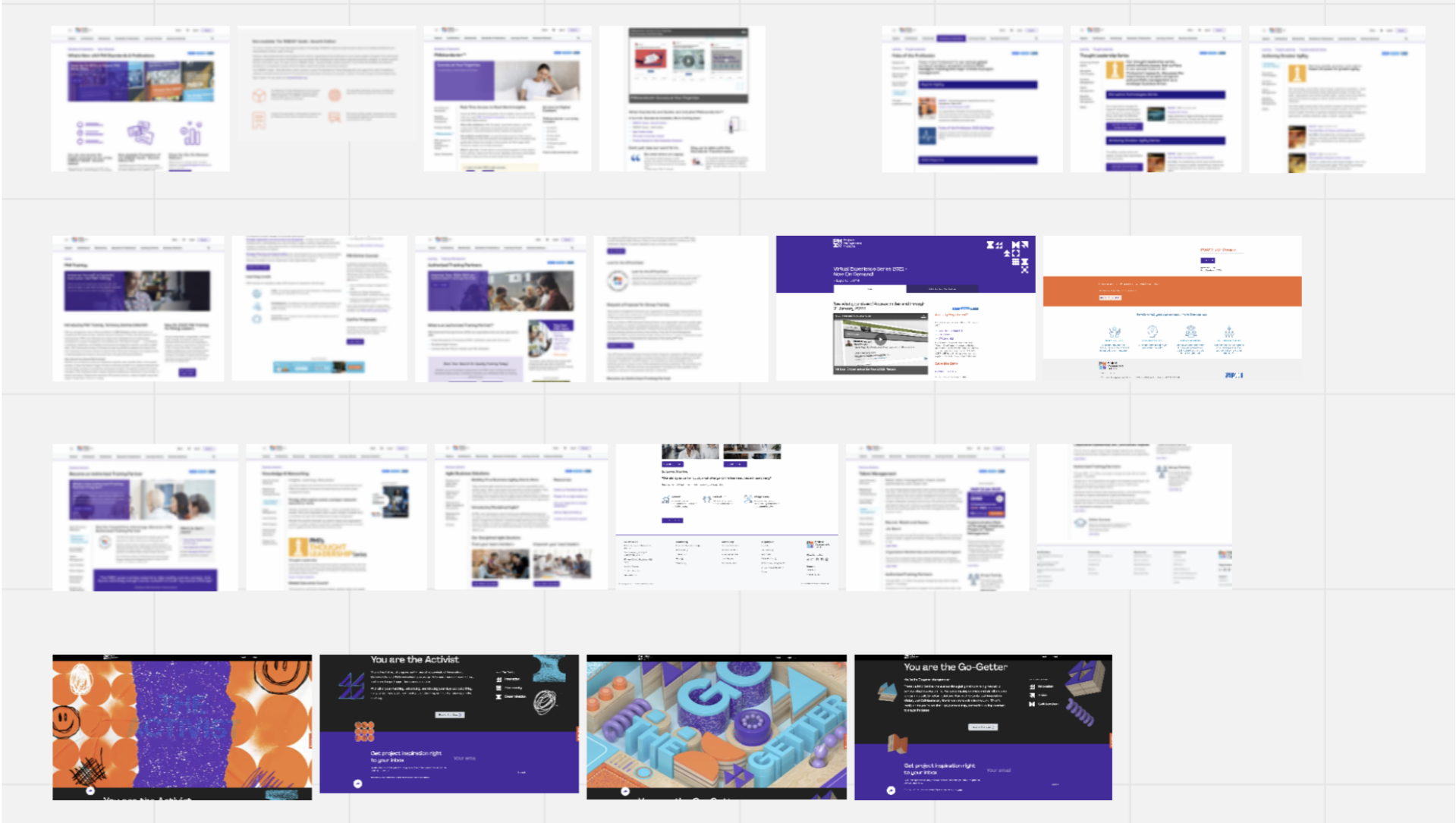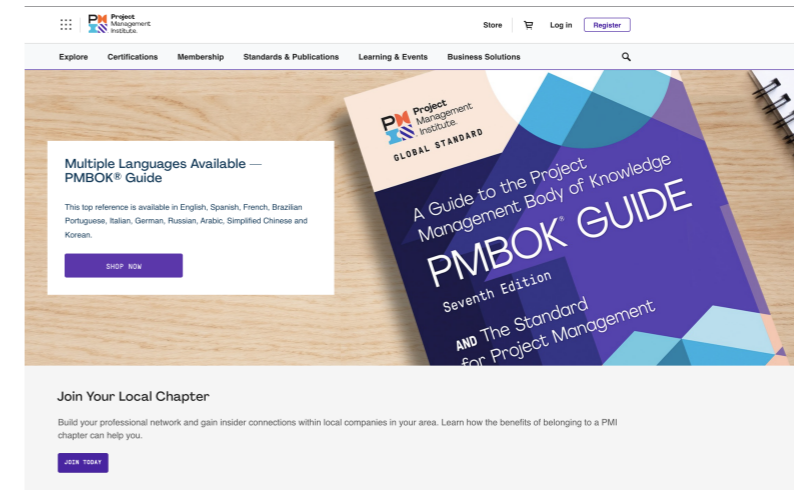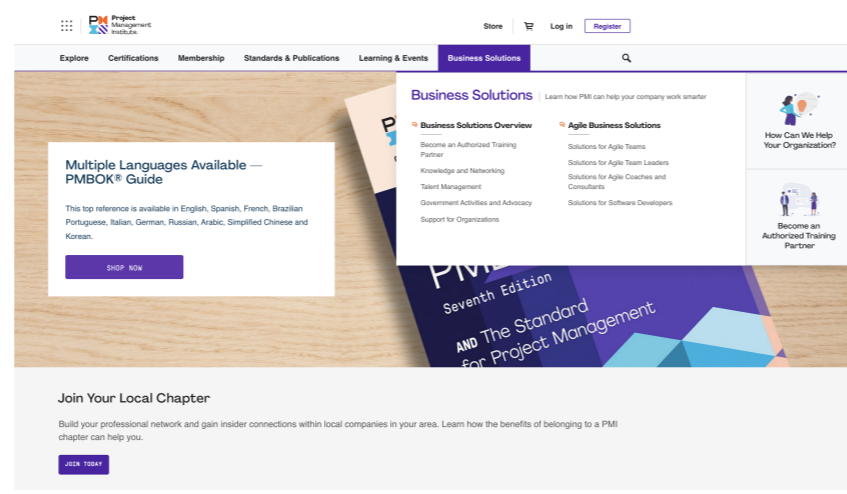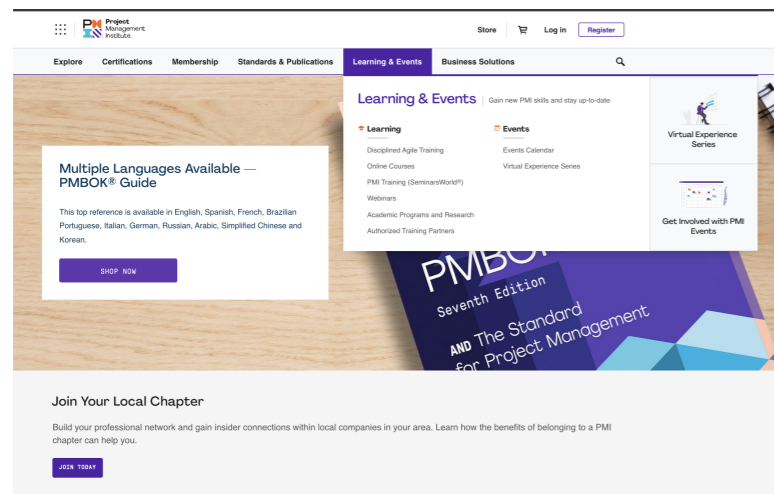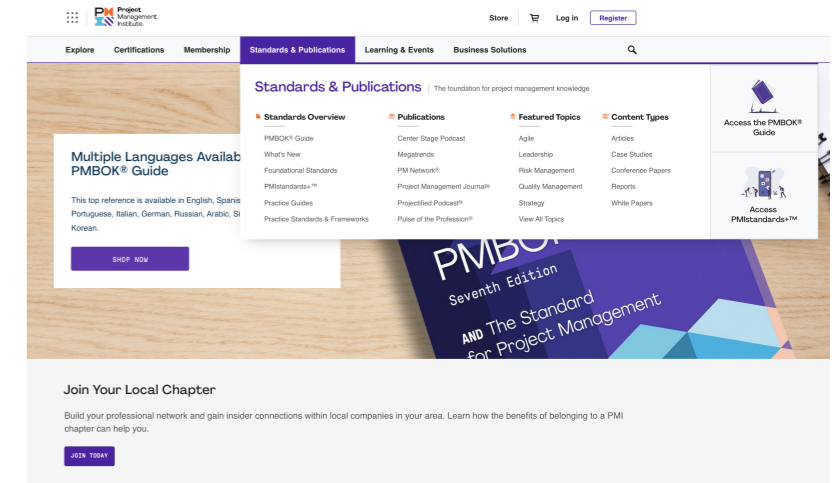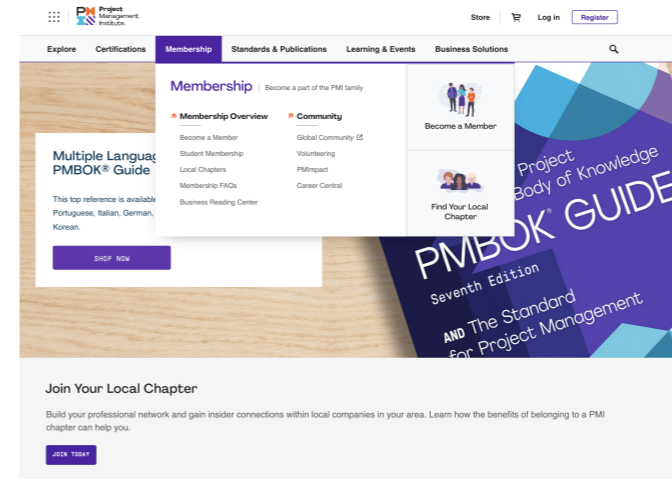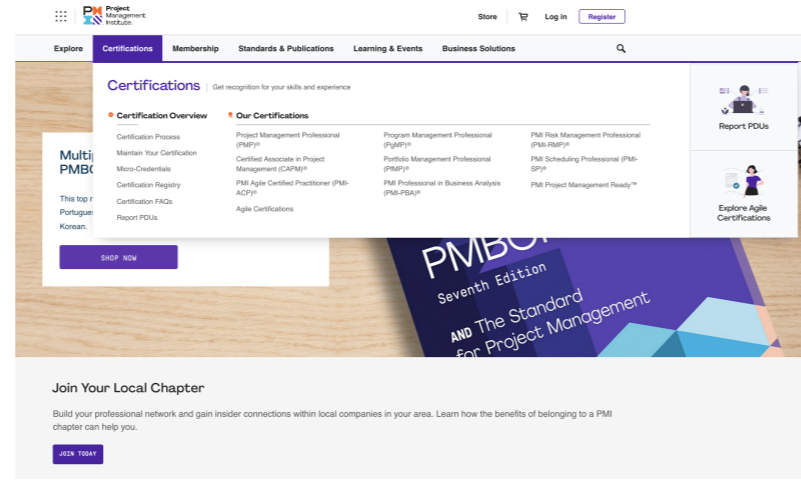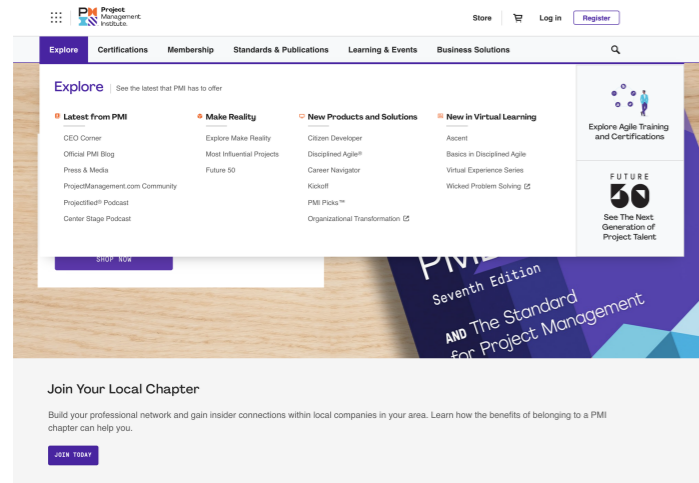
Appendix

Appendix

Brief 2 - Digital illustration audit
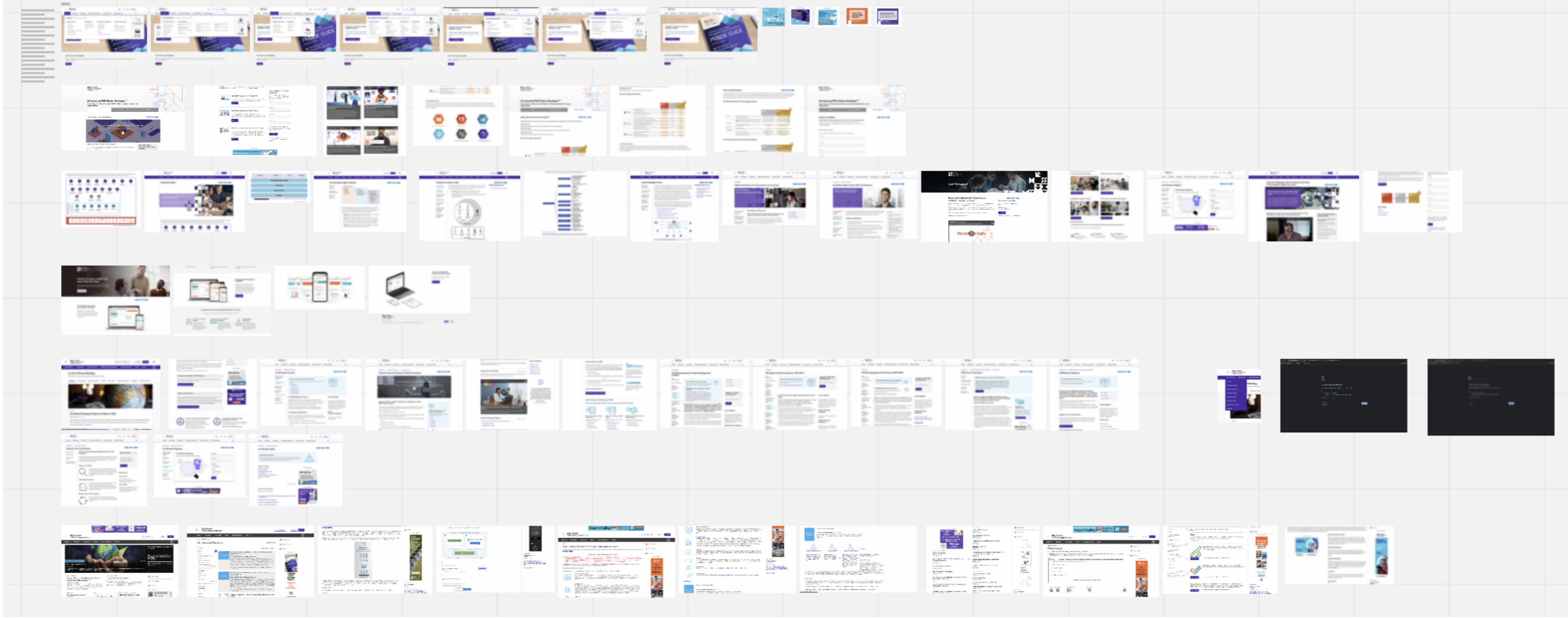
Appendix
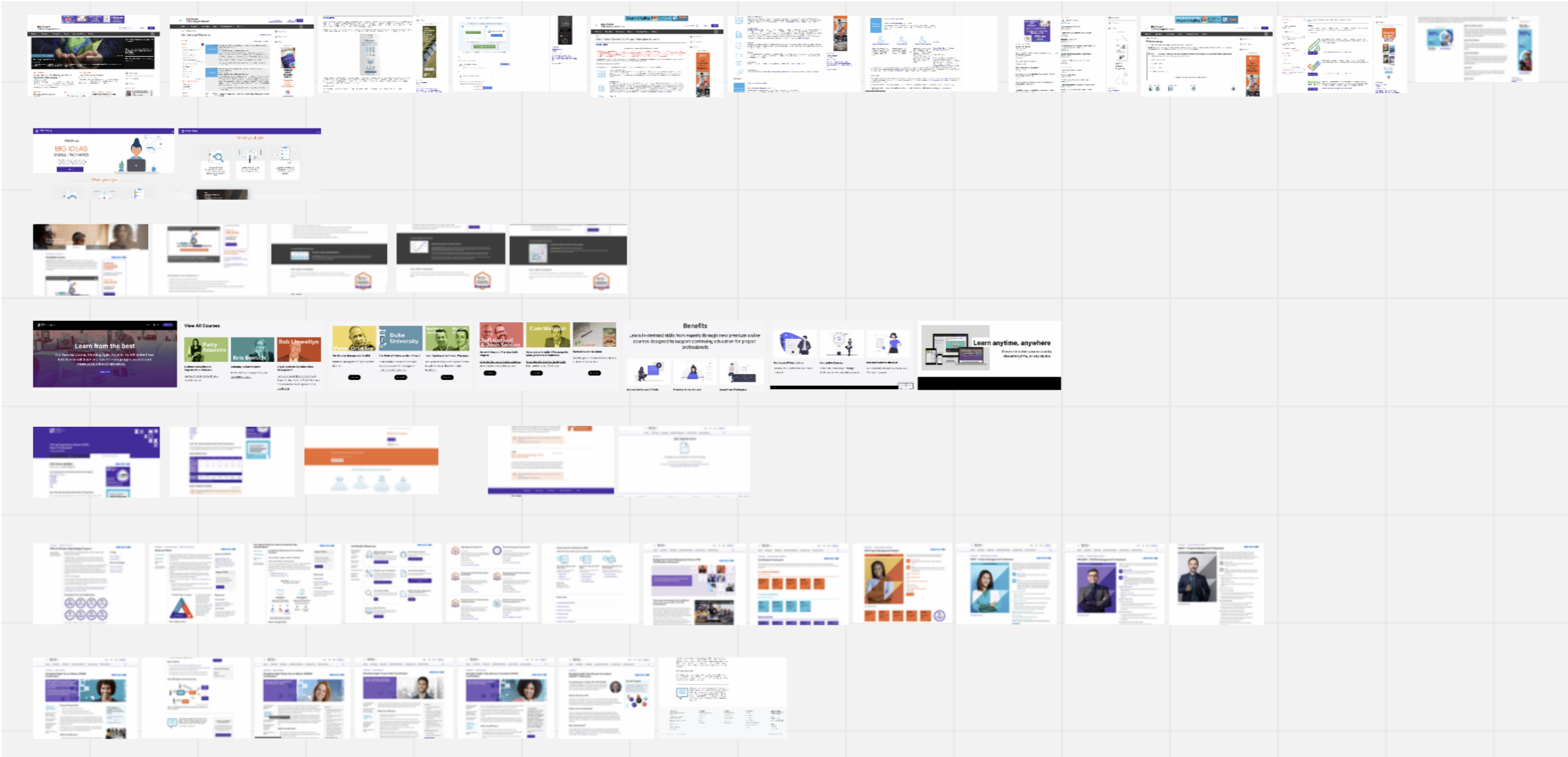
Appendix
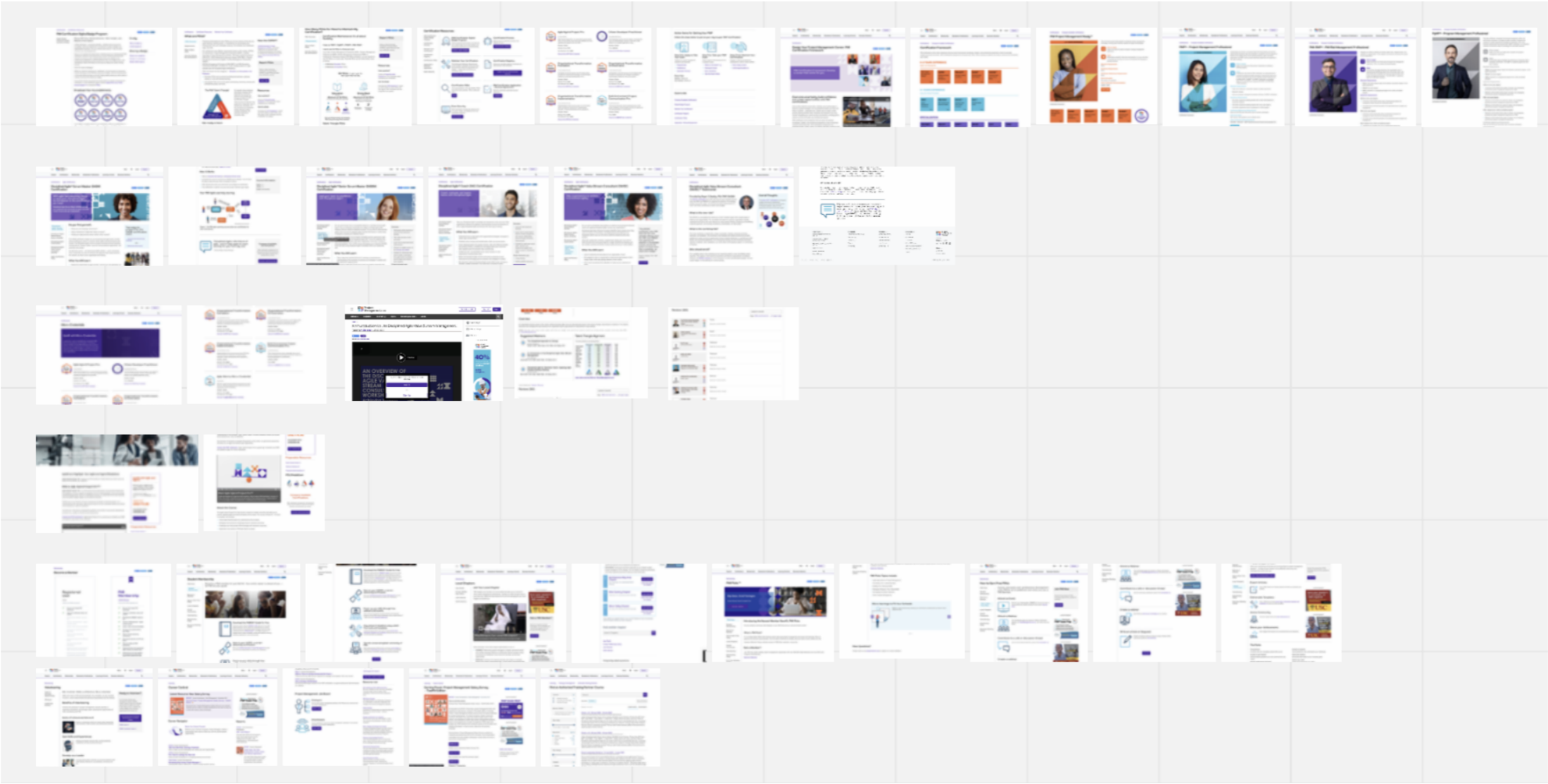
How do you use illustrations?

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 to 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 Ogline

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 contune 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/imagery.html

Questions

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