

NewsLetter

IPMA[®]
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2014 IPMA Research Conference in Tianjin, China

The IPMA 2nd Research Conference on “**Theory Meets Practice in Project Management**” was held at Nankai University, Tianjin, China on 1–2 Dec., organized by IPMA Research Management Board and the Business School of Nankai University. The Asian Pacific Federation of Project Management (apfpm) and Project Management Research Committee (PMRC) of China were of great assistance for this event.



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IPMA had a strong presence at this event, with President 2013-14, Mladen Radujkovic, IPMA 2015-17 President, Reinhard Wagner, IPMA Vice President for Marketing & Events, Stacy Goff, IPMA Award Board Chairman Erik Mansson, IPMA Research Management Board Chairman Anbang Qi, Awards Board Manager Ewa Bednarczyk, and all

members of the Research Management Board of IPMA. As well, we had strong support from PMRC, apfpm, and an international audience of project management researchers, practitioners, students and other guests from 14 countries who attended this 2nd IPMA research conference.

First, the deputy president of Nankai University, Prof. LIU Binglian and the dean of Nankai Business School, Prof. ZHANG Yuli gave their speeches to welcome all attendees.

Then, IPMA President, Mladen Radujkovic and IPMA President-elect Reinhard Wagner, gave their speeches to start the research conference.

IPMA Research Management Board Chairman Anbang Qi facilitated the



Prof. LIU Binglian



Prof. ZHANG Yuli

opening ceremony of the IPMA 2nd research conference.

Next came the IPMA Research Awards, masterfully managed by Research Awards Chair Dr. Beverly Pasion. See our separate article about this Awards section of the event, and more information about our awards winners in this NewsLetter.

The IPMA Research Management Board's intent for this conference was to identify and develop the unique aspects of Chinese Style or Chinese Wisdom. This was also the theme of the ProjeXchange Program on Chinese Wisdom during the apfpm congress on 30 Nov. in Beijing. ProjeXchange is a special type of facilitated-workshop, managed by the IPMA Research Board, and it is available to all IPMA Member Associations.



Prof. Anbang Qi

The Research Board's intentions worked well, as more than half of the presenters explored the differences between the Chinese Style and European or American Style in Project Management.

The Day One Keynotes began, featuring:

- Mr. Stacy Goff, USA: Research, Knowledge Management, and the Future of Our PM Profession
- Prof. Anbang Qi, China (at photo above): Chinese Traditional Philosophy and Modern Project Management
- Prof. Lixiong Ou, China: The Chinese Characteristics in Modern Project Management Development

- Prof. Ronggui Ding, China: The Chinese Style of Project Governance
- The day's formal sessions ended in a World Cafe dialogue, exploring the implications of the first day's topics.

The three Chinese professors, Prof. A. Qi, Prof. L. Ou, and Prof. R. Ding compared notes in their three presentations on the **Chinese Style of Project Management**. The World Café session further explored the topic of Chinese Wisdom in Project Management. See example team results.

The sessions ended, but the first day is not complete until participants enjoyed their meal and discussions.

Day Two

During the second day, Beverly Pasion made her presentation first and was then followed by another three presentations on Chinese Wisdom on Project Management made by Prof Yvonne Schoper, Mr. Pao Siemann and Prof. Kun Yang. In the afternoon, Prof. M. Vukomanović, Dr. Helgi Thor Ingason, and Mr. Greg Usher all made their presentations about their research and practice.

- Prof. Beverly Pasion, Canada & The Netherlands: The Research Methodology for Project Management
- Prof. Yvonne Schoper (Germany): Differences in the Approach in Chinese



Sample Team Results from Day One World Cafe, at the 2nd IPMA Research Conference, in Tianjin, China.

and Western Project Management

- Mr. Pao Siermann, Germany: The Practical Application of the Wu Wei Principle and the Five Elements Approach
- Dr. Kun Yang, China: Practice and Application of Enterprise Projectification in China
- Dr. Mladen Vukomanovk, Croatia: Developing a Project Management Methodology for Major Public Infrastructure Projects
- Mr. Greg Usher, Australia: Towards a New Theory of Project Management
- Dr. Helgi Thor Ingason, Iceland:

Building a Conceptual Framework to Assess Grand Concert Hall and Opera Projects—Test Case: Harpa in Reykjavik

- In addition to discussion questions after each session, there was an end-of-day World Cafe on the Research Methodology for Project Management.

IPMA's Research Management Board intends to compile a book of this Research Conference proceedings; it will be available, once edited, reviewed and produced, from the IPMA website.

In conclusion, the 2nd IPMA research conference was so successful and all the audiences feel that they have learned a lot from each other through this conference. Participants realized that there exists a kind of Chinese School of Project Management, that can enrich the entire project management body of knowledge and competence throughout the world. The result can also benefit the profession of project management.

Finally, the always required group photo (of those who did not have to leave early).



Anbang Qi, Les Squires, and Stacy Goff
All photos by Les Squires

2014 IPMA Research Awards highlight key issues in the field

December, 2014

At the recent IPMA Research Congress held at Nankai University, China, an international audience of project management researchers, practitioners, students and other guests were amongst the first to see the awarding of the 2014 Research Awards. It was a special event promoting excellence in the field of project management research and the first time that presentations were offered by the recipients themselves. With this added dimension, conference attendees especially benefited from the knowledge shared at this world-class research conference.



Dr. Ning Yan (left) and Beverly Pasian

The IPMA Research Award honors established project management researchers for a particular research project accomplished. For 2014, Prof. Dr. Janice Thomas (on behalf of her colleagues Prof. Dr. Svetlana Cicmil and Dr. Stella George) was on hand to present highlights of her research entitled "Project Management Implementations as Management Innovation: A Closer Look."

Of the many remarks offered by the award committee, one captured the overall view... 'This research links the PM and innovation literature and takes an explicitly international approach, examining the development of firms as they implement innovation programs.

Overall, it is a major step in moving PM forward as an academic discipline.'

More information on Professor Thomas' research can be found: <http://ipma.ch/awards/research-awards-2/ipma-research-award-winners/>

The IPMA Young Researcher Award honors young researchers, for research that lead to a PhD or early career research project. In this category the committee recognizes a winner as well as further excellent research contributions.

Dr. Ning Yan presented his work on "Boosting public construction project outcomes through relational



Dr. Janice Thomas (left) and Beverly Pasian

transactions” in which he investigated whether the relational transactions lead to better performance in public construction projects.

The award committee was unanimous in their opinion of the quality of Yan’s work, with one remark summarizing its thinking... ‘It is relevant and interesting work that has been acknowledged internationally, as can be seen from the fact that the work has produced 9 high quality journal papers and it has received an international award.’

More information on Dr. Ning’s work can be found: <http://ipma.ch/awards/yc-awards/young-researchers/>

The Research Achievement Award is the final of the 3 awards identified by IPMA each year. It honors an exceptional project management researcher for his or her achievements in research and contributions to the project management practice. For 2014, the recipient was Professor Dr. Roland Gareis, an exceptional researcher who has contributed to the underlying body

of project management knowledge and furthered its practice through his own consultancy work. More information on Dr. Gareis can be found: <http://ipma.ch/awards/research-awards-2/achievement-award-winners/>

Information on the 2015 Research Awards will be available early in the new year. Interested parties are encouraged to direct their queries to award@ipma.ch

Author: Beverly Pasion

APM shortlisted for four awards including Best Association



The Association for Project Management (APM) has been shortlisted for four industry awards including Overall Best UK Association.

APM has also been named as a finalist for Best Association Awards, Best Association Conference in London and Best Use of Social Media in the upcoming **Association Excellence Awards** that take place in London on 27th February 2015.

Up against APM in the Overall Best UK Association category will be British Dental Association, British Educational Suppliers Association, Chartered Institute of Payroll Professionals, HBAA, Local Government Association, National Association of Funeral Directors, PRCA and TIGA (The Independent Games Developers Association).

This is a remarkable end to 2014 for APM as it announced **another record-breaking year of achievements**. Over the last 12 months APM has achieved the highest ever voter turnout for a board election, become the first ever professional body to achieve the Investors in Volunteers accreditation and increased revenue to an all-time high of £7.5m, highlighting the growth across all areas of the charity.

APM chief executive Andrew Bragg, who stands down from his role at the end of the year, said: “I am personally and professionally proud that the end of my

10 years as APM’s chief executive should be marked by this shortlisting for four prestigious awards – it represents great collective success for APM across a wide range of activity.”

This will be the second time the APM Project Management Conference has been recognised for its excellence by being shortlisted for an industry award. The event was **named as a finalist in the 2014 Conference Awards** and now APM’s *New Frontiers* themed event has a chance of glory in the Best Association Conference in London category.

The **recent APM Project Management Awards 2014** has been named as a finalist for the Best Association Awards. The profession’s premier awards ceremony this year received a record-breaking number of entries and had the highest number of guests ever to attend the awards dinner, making it the biggest APM Awards in the association’s history.

Being named in the category of Best Use of Social Media emphasises how APM’s online presence is growing in influence and the association is at the forefront of developing online communities. The APM website attracts 590,000 unique visitors each year who access almost four million pages. In addition, APM’s LinkedIn community has over 38,600 members, its Twitter account attracts over 9,600 followers and Facebook has over 2,400 likes, with Google+ and YouTube growing.

The winners of the Association Excellence Awards 2015 will be announced by The Right Honourable Michael Portillo at the lunchtime ceremony on 27th February at the QEII Centre in London.

Dayner Proudfoot,
PR & Marketing Manager
Association for Project Management

IPMA Honorary Fellow for Brigitte Schaden

IPMA Council of Delegates announced Brigitte Schaden, pma president, as IPMA Honorary Fellow. The ceremony took place in Rotterdam during the IPMA World Congress in October.

The decision to honor Brigitte Schaden with this tribute was presented by IPMA president Mladen Radujkovic: „Brigitte Schaden is an exemplary leader in her project management practice, in her IPMA Member Association, in her contributions to IPMA, and among the global leaders with whom she has worked in advancing the theory and practice of our profession. Eleven years of direct contributions to IPMA is one thing. Even more significant for our organisation, and for our profession, are the outstanding results Brigitte Schaden has brought to IPMA. These achievements deserve our wide acclaim as an IPMA Honorary Fellow.“
For IPMA, Brigitte Schaden has been at

the forefront of leading the association to financial integrity, engaging global corporations, increasing IPMA’s significance and visibility in their markets and establishing strategic alliances with other, forward-thinking organisations. During her presidency (2009 – 2010) and under her chair (2010 – 2011) IPMA grew strongly (+20 %). Brigitte Schaden was the first female IPMA president and the first female IPMA chairman.

Brigitte Schaden: „The IPMA Honorary Fellow is a remarkable recognition for me. It shows me that my engagement and

the results were not taken for granted.“

Karin Kreutzer
PMA



Endre Kovács: first Public Servant to win the Hungarian Project Manager of the Year Award 2014

In parallel with the International Project Management Day, the 14th Hungarian “Project Manager of the Year Award 2014” was presented in Budapest on 4th November by the Project Management Excellence Board, a designated group of top professional Hungarian NGOs committed to the development of Hungarian project management culture. Awarded for his outstanding performance in the National Digital Switch-over Project was Endre Kovács, Head of the Project Coordination Department (PMO) of the National Media and Info-communications Authority (NMHH): he is the first public servant to receive this prestigious title.

The success of the National Digital Switch-over Project proves that NMHH’s PMO organizational form is suitable for managing such a complex project that requires smooth cooperation of a great

number of experts and organizations, and use this experience to reinforce NMHH’s internal processes. The award also indicates that one of NMHH’s top priorities for the continued development of the info-communications and media sectors is to involve highly qualified and skilled professionals in public and business projects and to put their high-level project management expertise to the test.

Hosted by the Hungarian Academy of Sciences and sponsored by the Ministry for National Economy, the award presentation event featured by Deputy State Secretary for Internal Economy Dr. Áron Márk Lenner, who welcomed this initiative, as a result of which each year an excellent Project Manager is recognized for his or her skills and achievements. The

Project Manager of the Year Award is designed to acknowledge one project manager each year and through them highlight the importance of project management know-how, personal skills and competences as well as the achievements of high-profile projects.

Peter Tarnoki
FOVOSZ



Project Management Excellence Board

Members and founders of this panel include NGOs committed to the project management profession and determined to use this award to contribute to the development of Hungarian project management culture. The panel is composed of representatives of the following nine professional organizations:

Magyar Projektmenedzsment Szövetség (PMSZ); PMI Budapest, Hungarian Chapter; Fővállalkozók Magyarországi Szövetsége (FŐVOSZ/IPMA.HU); HTE Scientific Association for Info-communications Hungary/Project Management Division, Informatikai Vállalkozások Szövetsége (IVSZ – ICT Association of Hungary), IPMACERT. HU (Foundation for the Excellence

of Project Management Profession), Építéstudományi Egyesület (ÉTE -Hungarian Scientific Society For Building), Hungarian CIO Association (MVISZ) and the Hungarian Logistics Association (MLE).

Budapest, 15.12.2014
Presented by Peter Tarnoki
FOVOSZ(IPMA.HU)



pma award 2014: And the winner is...

Traditionally at the end of November Project Management Austria (pma) honours the best Austrian projects and project managers of the past year. This year a team of the Vienna University of Economics and Business (WU Wien) brought home the trophy. The team impressed the assessors and the jury with the project management of the relocation of 1.800 employees and the merging over 60 libraries at the completely newly planned and constructed WU Campus.

The pma junior award was won by a team of the Higher Technical Institute Dornbirn. Three young men between 17 and 20 years developed excellent software for the industrial company HILTI which substantially increased machinery lifespan.

Exceptional performance were also demonstrated by Doris Jäger, project manager at Gas Connect Austria. She received the award "project manager of the year 2014" for leading through an IT project in the gas industry ("*Transaktion der gaswirtschaftlichen Systeme*") as well as her excellent performance during the IPMA Level B-certification. Brigitte Schaden, president of pma and GAPPS Chairman: "The aim of the pma awards is to get excellence project management into the public awareness. Above all, these awards acknowledge the performance of the winners who show really high quality in their works." Details and pictures of the pma award gala: <http://p-m-a.at/award/>

Karin Kreutzer, MAS
pma

Brigitte Schaden, pma president, praises the students of HTL Dornbirn, winner of the pma junior award:
„The commitment and the performance of the team was tremendous.“



Ovations for the project management team of WU Wien, the winner of the project excellence award 2014.



Cheers! Brigitte Schaden, pma president (right) with Doris Jäger, project manager of the year 2014.



apfpm and PMRC Beijing November Congress Celebrated

5 December 2014 – Zurich, Switzerland and Beijing, China – The Asia Pacific Federation of Project Management (apfpm), Project Management Research Committee (PMRC, IPMA-China), and International Project Management Association (IPMA) joined together in Beijing, China, on November 29-30, 2014 for a highly successful two-day event.

With the theme, **Driving Business Value Through Delivering Project Success**, hosted by PMRC, and organized by PMRC and apfpm, this great event attracted over 400 National, Asia Pacific, and International speakers and participants.

Magnificently organized by PMRC and Secretary-general and Vice President Dr. Ou Lixiong (welcoming participants in the photo below right), and with the assistance of apfpm Chair Dr. Bill Young, the event began with an Opening Ceremony, with speeches by a wide variety of organizing sponsors and dignitaries, from Beihang University, strategic partners, and from China, Asia Pacific, and International associations.

After the traditional photo-session break, keynotes included a unique dual-speaker keynote by IPMA 2013-14 President Mladen Radujkovic and IPMA VP Marketing & Events, Stacy Goff;

their topic: **When and How Project Managers Add Value and Increase Benefits**. Next, Li Jin, of Alibaba, discussed **Project Management in the Era of Big Data**, and Ms. Tan Mei discussed **Lunar Exploration Program Management**.

In the afternoon keynotes, Professor Tomas Blomquist travelled from Sweden to present **A New Approach of Driving Business by Projects**; and Dr. Zhou Guohua treated us to insights into **China's High-speed Rail Development and Project Management**.

One key to the success of an international conference is communication effectiveness. On special request, Dr. Xue Yan, at left, assisted in translation, both for English and Chinese presenters. We made the request because Yan has such a great background with IPMA and with the practice of project management. Thank



you Yan! And, Lixiong made sure that all Congress activities were perfect; thank you!

Next, the plenary audience honored the Awards Winners for apfpm Project.

Photo by Les Squires, on the steps of main hall, Beihang University, Beijing. Temperature was -10C°. Dr. Xue Yan, at left.





PMRC Hosts: DR. Xue Yan and organizer Dr. Ou Lixiong



apfpm President, Bill Young (Australia)

Management Achievement Awards, and China Achievement and Excellent Paper Awards. Because IPMA and apfpm have a strategic relationship, the awards processes are very similar: Both use the Achievement Awards structure, developed by AIPM, Australia Institute of Project Management (IPMA-Australia) and adopted by IPMA

Because this combined event was both a PMRC Congress and the official 2014 apfpm Congress, in the afternoon, several dozen delegates from the Pacific Rim participated in the formal apfpm Member Association meeting.



In closing Day One keynotes, Matti Ahvenharju, Chairman of the Board of Project Institute Finland, presented **Delivering Successful Business through Holistic Development of Enterprise Project Management**, and Ding Ronggui, Professor of the School of Management, Shandong University, China, presented **Chinese Wisdom in Project Governance**. Ding's presentation was a foundation for one of the special parallel sessions on Day Two. Below, we toast a successful events day over dinner.

Day Two of the Congress featured breakout sessions that explored a wide range of topics in parallel. Many of the sessions were so popular that there was standing-room only for them. Among the topics, each with 3-5 excellent speakers, were:

- Project Financing/PPP and New-type Urbanization;
- Project Management Practice and Innovation;
- Project Management Informatization;
- Chinese Wisdom in Project Management; this session was



Professor Ding Ronggui

especially popular. The topic and will be the foundation for more dialogue, both in the 2nd IPMA Research Conference that followed this Congress, and in future ProjeXchange sessions.

- Power Engineering Project Management;
- Organizational Project Management Systems and Competence Development;
- International Projects and Cross Culture;
- Project Management Automotive R&D and Manufacturing;
- Young Crew Forum.

For International event participants who arrived early, apfpm Chair Bill Young and his wife Yustina organized a pre-Congress expedition to China's Great Wall.

The combination of history, exercise, fresh air, and dialogue was an excellent kick-off, as participants from over 10 nations got to know each other.

Our deep thank you's go to Bill and Yustina Young!

Stacy Goff, VP Events.

Great Wall Excursion



LATNET: growth GUATEMALA, DOMINICAN REPUBLIC AND MEXICO: echoes from Iacc

6 years passed since Istanbul (CoD March 2008) where TAP-Training Aid Project started. This successively turned into IPMA's Programme for Latin America and Caribbean Countries, our IPMA LACC Programme. Since then 10 new IPMA® MA's-Member Associations and respective CB's have been created, admitted, validated and in operation: Mexico, Guatemala, Costa Rica, Panama, Colombia, Peru, Chile, Dominican Republic and Argentina MA plus the recently integration of Brazilian MA in LATNET network. In December 2014, 5 projects of future MA's are undergoing the process: Nicaragua, Bolivia, Ecuador, Uruguay and Paraguay. These are expected to apply for TMA during 2015 and 2016.

These countries represent a market of more than 500 million persons with the same language and National Competence Baseline (NCB), in Spanish and another 200 million persons sharing the Portuguese language and NCB. This market of 700 million people continues to grow in absolute terms executing projects and demanding more competent PPP managers despite worldwide turbulences and instability.

The final objective of the programme is to consolidate the sustainability of the growth of MA's in the whole LACC area, aiming to have 15 MA's in 2015 with more than 5.000 members and more than 7.000 certificates.

We are looking forward to IPMA's first World Congress in the America's in Panama in 2015 coinciding with 50 Anniversary of IPMA's Foundation and the Centenary of the opening the Panama Canal with the cooperation of the IPMA LATNET: the IPMA's network of National Associations in Latin America.

LATNET will support the LACC Programme activities: named "Missions" (5-7 per annum) - a set of 4 to 5 weeks journeys across 6 to 8 countries per mission, where we develop a series of promotional activities, visibility, support and training to the existing MA's and the ones in phase of creation. Dr Jesus Martinez Almela supports the LATNET community in order to create a more

inspiring project environment. Since his speciality is South America, new successful steps were achieved in several LACC countries.

The most representative and of major impact for IPMA® worldwide for 2014 is summarized below.

Argentina

In August LATNET went to Buenos Aires - Argentina. In cooperation with AGPA-IPMA Argentina and FUNIBER-Fundación Universitaria Iberoamericana as corporate member of AGPA the 1st Argentinean Regional event in PM competence based took place with more than 110 attendees. The main speakers were Dtr. Roberto Alvarez and Sebastian Sgoiffo from our Argentinean MA, José Reyes as LATNET Director and VP Jesús Martínez-Almela.

Chile

CCDP **The Chilean** Association met ExBo and LATNET representatives in Santiago in May. Following the LACC annual plan for FY2014 this occasion is the scene of an International seminar: **«Current challenges and future of Project Management»** which was held in Santiago, Chile. Prof Mladen Radujković, IPMA President; Dr Jesus Martinez Almela, Vice President for E&T and YC; David Hudson, Vice President for Membership; Roy Williams, Deputy LATNET director and Vice President of IPMA Panama (APGP) and Sandra

Mišić, Assistant to the IPMA President and the Executive Director participated in the seminar. The Seminar was organised in cooperation with the Engineering Faculty of Universidad Católica de Chile, and LATNET, and lead by Prof. Alfredo Serpell, President of our Chilean MA. Seminar addressed issues of high relevance and impact on the direction of Projects, showing the audience the latest developments in this discipline and current and future challenges from IPMA perspective. 73 participants attended the seminar: most were international specialists in this field. They shared experiences; knowledge and strategies for future development of the Project Management.

Dominican Republic

Santo Domingo. In November an International Workshop was performed at Campus INTEC, the first and more international technical University in Dominican Republic by Young Crew Dominican Republic in cooperation with Panamanian, Mexican and Dominican YC's with the topic: *"PM and Entrepreneurship"* and active participation of Sandra Mišić representing Croatia YC and the IPMA YCMB. Many young people from different cultures shared their knowledge. The event was supported by PM Joven - ADGP on the University INTEC. Also Rafael Smith, Hosmerny Suriel and Gualberto Magallanes supported the event as members of



Young Crew. Young PM's in Dominican Republic seek to create a platform where they can learn about Project Management and create an opportunity to network and reach an IPMA certificate.

The second set of events was based on the success of previous cycles in other countries with other SIG's facing "Challenges and opportunities in Energy Projects in Dominican Republic", with a very active participation of private and public bodies and companies and 70 attendees. From IPMA the main keynotes were from México (Jorge Peart Mijangos); Panamá (José Reyes and Rafael de Gracia); Spain (Diego Carmona), President Mladen Radujkovic and VP Jesús Martínez-Almela.

Regional Forum for Challenges in Projects and Programmes in the Energy Sector

Following with LATNET events (IPMA LACC Tour) since 2010, this year **Dominican Republic** co-organised the Regional Event with a focus on challenges for Energy Sector. Latin America's 23 countries share much more than a common language (Spanish and Portuguese for more than 700 million people): they face 5 common sectors where competence in PP & PM is needed: Energy, Water, Food production and safety, Infrastructures and Education. Each Event produced a „position paper“ that is the „heritage“ to another LATNET MA addressing such an event the next year. This initiative produces a successful expression of

interest attracting new members to MA's and certification activities and increased the visibility of IPMA

Later that month with support of IPMA-LATNET a conference was held: "Project Management basic skills for business development". Participants of the event were prof. Mladen Radujković - IPMA President; dr. Jesus Martinez Almela - VP Education, Training & YC; Diwi Valiente - Young Crew Panama; Sandra Mišić - Assistant to the IPMA President and Executive Director, Young Crew Croatia; Jorge Peart - Young Crew Mexico; Victor Orega Rojas - MA Mexico; Ricardo Patino - entrepreneur. Prof Radujković spoke about the importance of education: some the questions were related to fear of failure.

This event format permits transmission and sharing with audience the four dimensions for sectors facing PP & PM competences development. As usual the IPMA representative presents the situation in the global context. IPMA LATNET presents situation in the Region and specialists from LATNET neighbouring MA's (colleagues from MA's from Spain, Mexico and Panama) present experiences in the field. After the key speeches, key stakeholders from the Nation, in this case Dominican Republic, present the main challenges by-sectors: transportation, distribution, commercialization, energy saving and energy efficiency including educations and training. Afterwards two round tables took place and finally the position paper is elaborated looking at next year in other neighbour country with other IPMA LATNET Association.

YC leader from Panama, Diwi Valiente

talked about motivation. He had some inspiring exercises to think more positively. Lots of young people had questions about what to do in order to stay motivated. Mr Victor Ortega Rojas talked about legal reforms in Mexico. Importance of technical competence development is critical for taking and making the reforms happen and produce objectives required by the government. YC leader Jorge Peart explained to participants how project live in music business. Meaning of success was discussed. Live your life as if you play music. Being unique is important for project managers: being artists can attract more people to follow. This event was one step more in creating positive steps in making a change. Participants were inspired to participate in GeCCo; to be certified; to develop personally. These events were pieces of a puzzle which creates a bigger picture of opportunities and development of a project environment. LATNET's board decided to intensify the collaboration and presence in common events with larger and elder IPMA MA's to learn and benefit from cooperation, this year we begin with APM (UK), next year we will continue with GPM (Germany) , AIPM (Australia) and any other IPMA MA's interested in sharing and learning across the diversity and multicultural world.

Guatemala

In October in cooperation with our MA APMgt IPMA Guatemala and Galileo University we had the 1st International Congress on Innovation in PM with the topic "From the strategy to the execution", with 20 national and international contributors and 230 participants. The model was one full day for YC's and two full days for advancement of PP&PM based on competences. Over 180 peoples attended. Workshops took place after the main event with other key stakeholders including official bodies, Engineering and other Professional Associations and other Universities with participation of JMA as IPMA VP, José Reyes as LATNET Director, Yuri Kogan LATNET Central Area Manager and PM's from Spain, Costa Rica, Panamá and Guatemala with Bernhard Haidacher, Diego Arimany and other IPMA MA board members.

Main speakers representing IPMA were Yuri Kogan as LATNET Central Area Director, Bernhard Haidacher from



Following last year's success when ExBo met our Peruvian Association in cooperation with LATNET and taking advantage of APM's generous collaboration, this year a set of regional events with YC, the 2nd International Meeting of Excellence in PM was carried out in Lima in July with Tom Taylor, Mary MacKinlay and Julie Legge; Wilfredo Yau and Diwi Valiente from Panama, Sebastian Sgoiffo from Argentina and German Gallardo from Peru as main speakers, together with Alena Vesdajova from the YCMB. The event enhanced more than 170 decision makers representing the Peruvian Government,

IPMA Guatemala, Jose Reyes from IPMA Panama and VP Jesús Martínez-Almela. The Galileo University Master degree in PM is facing its application for Verification to the IPMA Registration System.

México

Playa del Carmen, Quintana Roo

was the scene in November: following the tradition initiated in 2010 the first symposia in Mexico DF (being the 5th LACC Symposia) took place at the Campus of Universidad Autonoma of Quintana Roo. Topic was: "PM and Entrepreneurship" addressing basically to YC's and young managers and engineers based in Yucatan Peninsula. With active participation of YC's

from Mexico and Panama, under the leadership of Jorge Peart Cuevas and Diwi Valiente and with keynotes from younger PM's and entrepreneurs the participants were sharing histories about PM competence professional relevance for any kind of entrepreneur initiatives. President Mladen Radujkovic, VP Jesús Martínez-Almela, Victor Ortega as LATNET Northern Area Director and Sandra Mišić representing YCMB were active keynotes during the two days Symposia sharing panels and workshops with over 350 participants.

Peru

LATNET with APDP and APM in Lima (Peru) July 2nd International IPMA day for project excellence in Latin America

representatives of Charters, Entrepreneurships and Professionals Associations and Universities and Research Bodies. More information available on <http://www.apdp.pe/encuentro-mundial/>

FY 2014 under LACC conclude with more than 3.000 hours of voluntary workload, 11th Missions carried out under LACC and LATNET Tour in 12 countries in the whole Region.

We will still move IPMA fast forward in LACC.

Jesus Martinez-Almela, IPMA LACC Director and LATNET Sponsor



APM partners with Parallel to publish study guide

APM has partnered with training provider Parallel Project Management to publish **APMP: The APM Project Management Qualification Study Guide**.

Based on the highly successful Your journey to professional project management: How to pass the APMP, the guide aims to 'cut through the jargon, providing examples and real hands-on practical advice on how to better manage projects and pass the exam'.

The guide is available next month, but can be **pre-ordered** today from Turpin Distribution.

At its core are 12 sections that follow the same basic systematic approach as the APMP: The APM Project Management Qualification syllabus. Each section includes a learning

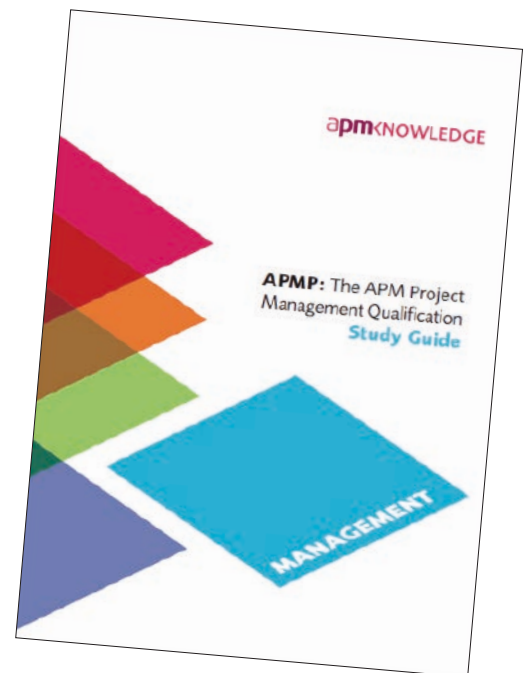
outcome with groups of assessment criteria that consider the breadth of knowledge encapsulated within the APM Body of Knowledge 6th edition and elsewhere.

James Simons, APM publishing manager, said: "For the first time we have a dedicated APM guide for candidates taking the APMP exam.

"The text is based on a tried and tested product, which we know works and supports aspiring project managers in their studies."

John Bolton, from Parallel and co-author of the guide, said: "We are delighted to partner with APM and believe the brand and reputation of the association will help bring the guide to a whole new audience of users."

APMP: The APM Project Management



Qualification Study Guide is available to **pre-order today**.

Dayner Proudfoot, PR & Marketing Manager
Association for Project Management

Experts in leadership development and corporate performance to speak at APM Conference



Leadership development specialist, Dr Linda Holbeche along with occupational psychology and corporate performance expert, Dr David Pendleton will be joining our myth busting quest at the **APM Project Management Conference 2015**, sponsored by 20|20 Business Insight, on 19th March in London.

Dr Linda Holbeche is co-director of The Holbeche Partnership, a research-based consultancy providing services in strategic leadership, change management, organisation development (OD), HR capability and high performance working.

Voted third most influential HR thinker by Human Resources Magazine in 2009 and author of *The Agile Organization*, Linda will tell the delegates why organisational agility is needed, what's involved and the risks to watch out for.

She will highlight the significant cultural, mindset and skillset shifts involved if both organisations and employees are to reap the benefits of sustainable agility.

• **Book your place today and save £189 – early bird rate ends Friday 23rd January 2015**

Joining Linda at the APM Conference in 2015 will be **Dr David Pendleton** who is co-founder of Edgumbe Group and the primary creator of the Primary Colours® Model.

David is a specialist in leadership and corporate performance and he has been consulting in occupational psychology for over 25 years.

Edgumbe Group was founded on a deep understanding of the psychology of leadership and engagement; their models, methods and tools are all underpinned by rigorous research evidence; designed to help clients release the potential within their organisation, providing world class leadership development programmes in partnership with Oxford University's Saïd Business School.

Taking place at the award winning venue, Kings Place, **Myth Busting** will

bring together speakers from within the profession and thought leaders from outside to address what we have always thought, but never said; how project management as it is written is rarely project management as it really is.

Those who attend will also receive copy of the best-selling books: 'Bad Pharma' **by opening speaker Dr Ben Goldacre** and 'Bounce: The Myth of talent and the power of practice' **by closing speaker Matthew Syed**.

Book your place today and you could save up to £189 – Early bird rate ends on 23rd January 2015. Special rates are also available for groups of 4 or more by e-mailing Conference@apm.org.uk

Find out more information and to stay up to date with the latest APM Project Management Conference news follow @APMProjectMgmt on Twitter and search #apmconf

Dayner Proudfoot, PR & Marketing Manager
Association for Project Management

Four elected board members announced at AGM

Four new trustees were elected to the APM board on December 15th: as APM announced a record year for 2013/14.

Alistair Godbold, Sue Kershaw, John McGlynn and Brian Wernham were all elected to the board by the APM membership. They replace Mary McKinlay, Professor Charles Egbu, John Gordon and Jonathan Simcock, who all chose not to stand for re-election at the end of their three year term.

Alistair Godbold RPP HonFAPM, returns to the board after a year away. He has been a director of the Major Projects Association and chaired their programme committee. He has over 30 years of experience delivering projects and programmes in aviation, transport, IT, business change, construction, mining, rail and nuclear.

Sue Kershaw HonFAPM has enjoyed a broad career in civil engineering and project management with challenges ranging from glass staircases to flood defences, and nuclear power stations to mass transit schemes in the UK and Far East. She was deputy director of transport at the Olympic Delivery Authority responsible for delivering enhanced transport connectivity for the Games that has catapulted forward the regeneration of East London.

John McGlynn RPP FAPM is a director at Atkins and co-chair of the joint working group between APM and the UK International Council on Systems Engineering (INCOSE UK) that looks at ways project managers and system engineers can work together to deliver better programme outcomes. John has 30 years of experience delivering projects around the world specialising in complex acquisition programmes, he is a Chartered Engineer and a Fellow of IET, CIPS and APM.

Brian Wernham RPP FAPM is an active APM member and long-term APM Governance specific interest group committee member having

presented at APM meetings and webinars for many years. He has 35 years of practical business experience in engineering, transport, construction, finance and IT business change. He is a Fellow of APM and a Chartered Engineer and IT professional.

Turnout for the election was a record-breaking 17.8% with 2,326 votes being cast – an increase of 38% from 2013.

Alex Lonie from Electoral Reform Services, the organisation that conducted the election, believes the highest ever turnout for an APM board election was considered to be highly creditable and in the upper quartile of similar sized organisations. Alex said: "The increase in turnout in the APM board member elections this year was extremely encouraging.

"Amongst other initiatives, the use of e-communication to connect with members during the course of the ballot helped to lift the turnout rate. This brings the creditable participation rate in APM elections to above average and upper quartile for elections involving similar professional associations.

"It is all the more impressive given that the general trend in turnouts year on year for similar sized organisations is downwards."

[View full results of the 2014 APM board election](#)

**Dayner Proudfoot, PR & Marketing Manager
Association for Project Management**



Alistair Godbold



Sue Kershaw



John McGlynn



Brian Wernham

Magnox Ltd. and CCG do the double as Shell wins top company award



Overseas Project of the Year went to Adam Smith International for DFID's Climate Resilient Infrastructure Development Facility (CRIDF) which is on track to deliver a set of water infrastructure projects to two million people that will improve the lives of Southern Africa's poorest and most vulnerable citizens.

Magnox Ltd and CCG (Scotland) Ltd both did the double at Monday night's **APM Project Management Awards 2014** sponsored by T-Systems, as Shell walked away with the company of the year award.

Magnox Ltd's Steve Walters was named Project Professional of the Year sponsored by Network Rail with the company also picking up Programme of the Year sponsored by Program Framework. The management contractor won it for their Wylfa Extended Generation Programme that enabled Magnox's largest nuclear power station to continue to safely generate power 21 years longer than its life expectancy.

Ceremony host and Breakfast business reporter Steph McGovern also called CCG (Scotland) Ltd to the stage twice. They collected the Social Project of the Year award sponsored by Project for their regeneration of the Anderston area of Glasgow.

- **Watch interviews with APM Awards 2014 finalists**
- **See the complete list of winners: APM Awards 2014**

The Scottish construction company also won the Shell HSSE Award for their organisational focus on cultural improvement in health, safety, security

and environment performance.

Shell saw off tough competition to claim the coveted Project Management Company of the Year award sponsored by 20|20 Business Insight. The team at Shell developed the organisation, its processes, assurance and people to safely and competitively deliver successful projects across the globe.

The emergency works carried out by Network Rail Infrastructure Ltd on the Dawlish sea wall following the winter storms saw them claim Project of the Year sponsored by QinetiQ. Rebuilding the washed away railway to re-connect the route was critical to the local community, especially as it was all done under the political and media spotlight.

Atkins' Luke Streeter won Young Project Professional of the Year sponsored by Doosan Babcock for delivering one of the world's first self-boarding gates at Heathrow's brand new Terminal 2, known as The Queen's Terminal.

As the night saw recognition for the profession's next generation of project management talent, there was also an award for a lifetime of achievement. Dr Lynn Crawford was presented with the Sir Monty Finiston Award for her significant contribution to project management practice, education, and research across the world.

Miles Shepherd was awarded with the prestigious President's Medal for his significant achievements in academia and 20 years of active involvement with the International Project Management Association (IPMA). Such an eminent honour is not handed out every year and was personally presented to Miles by APM president Tom Taylor.

The APM Academic Awards, sponsored by BAE Systems, saw Farooq Hakim from BT walk away with the Geoffrey Trimble Award for the best master's post-graduate dissertation.

Sharon McClements from the University of Ulster was announced as the winner of this year's Herbert Walton Award. Her PhD dissertation that modelled consultant selection on attributes of trust.

Transport for London's Jane Slocombe was awarded the Brian Willis Award for the year's highest mark gained in an APMP: The APM Project Management Qualification exam.

The APM Project Management Awards has become the most prestigious night in the professional calendar and has been awarding project management excellence for over 20 years. Recognising the very best in the profession, winners of the most sought-after trophy have demonstrated

the invaluable contribution project management and project professionals make in all sectors of society.

The finalists and winners attract national publicity and a deserved career boost as a result, both at business and at individual level.

Those who have walked away with an APM Awards trophy can be proud to claim to be amongst the best project management professionals in the country.

• **Watch interviews with APM Awards 2014 finalists**

• **See the complete list of winners: APM Awards 2014**

#apmawards

**Dayner Proudfoot, PR & Marketing Manager
Association for Project Management**

Praise heaped on APM following record-breaking success

APM's recent **record-breaking board election** has been praised by an independent membership and marketing consultant.

Abby Wright-Parkes, from Optimist Consulting, commended APM for increasing the number of votes cast by 38% in her blog: **5 reasons why I love APM's board elections communications.**

Abby applauded APM for making the members feel valued, providing a clear and easy voting process, and using a multichannel communications approach.

The consultant, who works with a range of membership and professional bodies, compared APM's all-time high voter turnout of 17.8% to the Professional Associations Research Network's (PARN) findings that the average membership turnout for board elections is only 11.3%.

Alex Lonie from Electoral Reform Services, the organisation that conducted the election, believes APM's voter turnout was considered to be highly creditable and in the upper quartile of similar sized organisations. Alex said: "The increase in turnout in the APM board member elections this year was extremely encouraging.

"Amongst other initiatives, the use of e-communication to connect with members during the course of the ballot helped to lift the turnout rate. This brings the creditable participation rate in APM elections to above average and upper quartile for elections involving similar professional associations.

"It is all the more impressive given that the general trend in turnouts year on year for similar sized organisations is downwards."

This follows a string of successes for APM over recent years, most of which are outlined in the 2013/14 annual report.

APM became the first ever professional body to achieve the Investors in Volunteers accreditation, recognition for the excellent work done with its volunteers.

APM's annual revenue has grown by £300k from last year to £7.5m, the highest in the association's history, highlighting the growth across all areas of the charity.

As well as membership reaching an all-time high of 21,150 individual and 547 corporate members, APM has had a record 14,400 candidates sit qualifications this year. The flagship APMP: The APM Project Management Qualification has grown by an impressive 26% from last year.

The APM website attracted 530,000 unique visitors, accessing almost four million pages during the year. In addition, APM's LinkedIn community has over 38,600 members, its Twitter account attracts over 9,600 followers and Facebook has over 2,400 likes, with Google+ and YouTube growing.

More people are engaging in CPD activities than ever with the 2014 APM Conference attracting a record-breaking number of delegates. The

recent APM Awards received a record-breaking number of entries and the most attended ceremony ever helps to raise the profile of the profession's achievements.

APM's thriving network of Specific Interest Groups benefitted from the launch of a new SIG – Enabling Change. Additions to APM's knowledge resources included a highly topical report on the growing influence of Gamification, created by members of the APM Thames Valley Branch.

With APM's Net Promoter Score – the percentage of customers who would recommend APM to friends and colleagues – recently achieving the level of "outstanding" and Full member retention rates at over 90%, the association continues to strive for excellence in all that it does.

In his foreword for the annual report APM chief executive Andrew Bragg said: "As in previous years, APM's achievements in 2013/14 were not born out of luck, but resulted from the close collaboration between trustees, volunteers, professional staff, specialist advisors and like-minded supporters.

"Through this collaborative commitment, APM will continue to meet the new and emerging challenges of the profession to ensure that project management enjoys the recognition it richly deserves."

**Dayner Proudfoot, PR & Marketing Manager
Association for Project Management**

Time schedule for the IPMA Project Excellence Award 2015 is announced



All potential award applicants are invited to join the webinar: Introduction to the International Project Excellence Award process and the Project Excellence Model.

Mark already in your calendar the date of the webinar.
13 January 2015 | 9 March 2015
 Choose one of the date and contact the Award Office.

The aim of the IPMA International Project Excellence Award is to increase the recognition of projects from different countries, different industries and different organizations and to motivate project teams to develop

and improve project management. It supports professional project management in achieving high performance and identifies projects as examples of excellent project management.

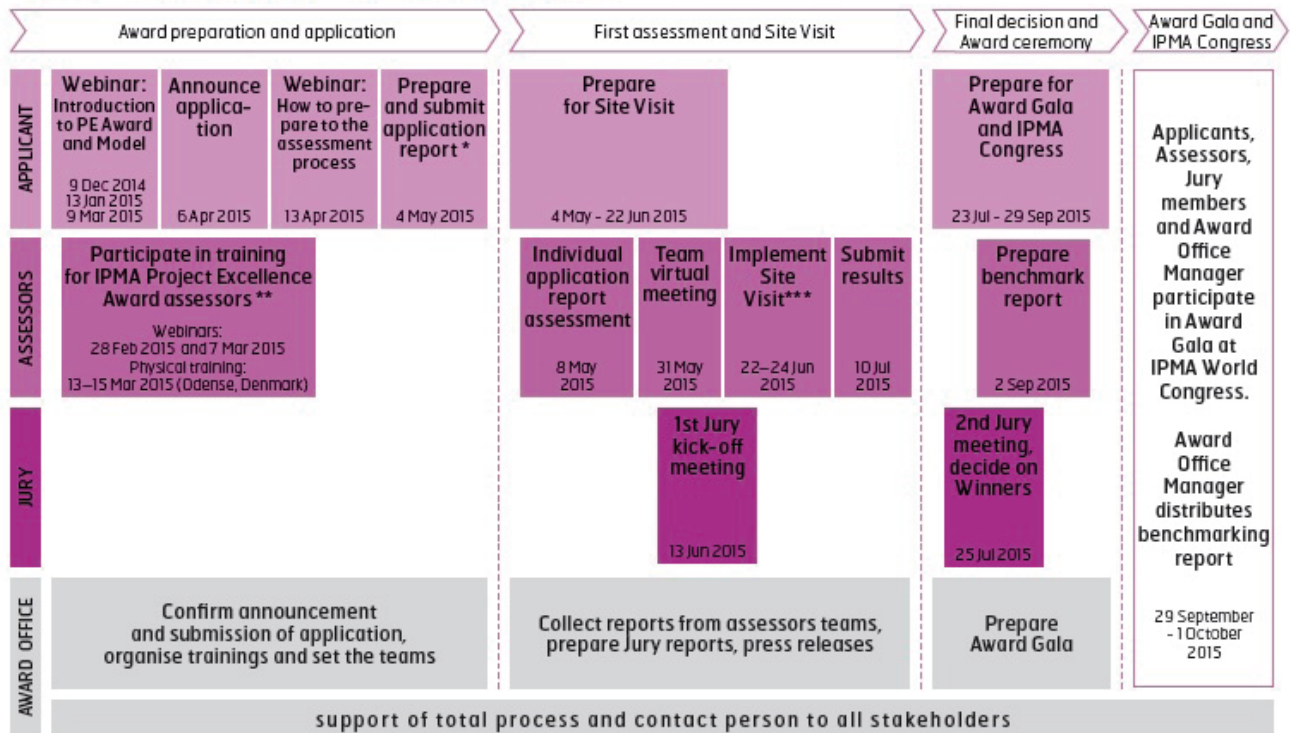
Don't miss the opportunity to have your project assessed by the team of professional assessors in 2015 and to celebrate the success at the 29th IPMA World Congress in Panama. The

application deadline is **6 April 2015**.

Registration form for the free webinar "Introduction to the International Project Excellence Award process and the Project Excellence Model" is available on our website.

For more information please visit: www.ipma.ch/awards or contact the IPMA Award Office at award@ipma.ch

Overall Process



* For Medium-Sized Projects – 15 pages required; for Big- & Mega-Sized Projects – 35 pages required.

** Webinars are obligatory for active assessors who were trained last time in 2012 and for assessors who were trained in Warsaw in 2014 and want to stay in the pool of potential assessors for 2014 although they were not active in the assessment 2014. Physical training is obligatory only for new assessors.

*** For Medium-Sized Projects – max 3 days (including 1 day of internal assessor work and max 2 days of the Site Visit); for Big- & Mega-Sized Projects – max 4 days (including 1 day of internal assessor work and max 3 days of the Site Visit).

How acquired knowledge is transformed into competencies



This article describes the great learning potential of IPMA® Certification – because the certification process provides a new overview, increases the consciousness of knowledge and experiences and promotes the ability to reflect, scale and manoeuvre.

Morten Fangel

Director of the Danish Project Management Association and Manager of IPMA® Certification in Denmark. Director and Chief consultant in fangel Consulting Aps

The learning potential of IPMA® Certification

This is common knowledge: It is one thing to gain new knowledge on good project management through a course. However, it is something quite different to transform that knowledge into applied competencies.

Having knowledge might mean that you can pass a written exam. Being competent is about being capable of initiating and applying the acquired knowledge in situations where it could be useful and to practice that knowledge with participants and with project parties.

The purpose of this article is to draw attention to the fact that participation in IPMA® Certification – according to experience in the Danish IPMA Association – is a unique learning process, which in itself promotes the transformation of knowledge and experience into applied competencies.

The value of participating in the IPMA® Certification is not just to gain a ‘piece of paper’ on your knowledge and capability when you begin the certification. According to our experience, the value is just as much that the participation in the certification process makes certification candidates more competent.

In that way, IPMA® Certification differs fundamentally from other certifications in project management, in which the main achievement is to pass the written exam.

Adjusted view of learning

Recent years have shown that a change in concept is necessary to achieve full value of the many resources that are invested in education, not least in postgraduate education. This is especially the case of education in project management where knowledge of methods is not sufficient. It is just as important to develop skills in leadership behaviour and to learn from acquired experiences.

The classic approach to education could in brief be characterised by applying 70% of the time spent on participating in courses combined with reading, with 20% spent on follow-up by coaching in

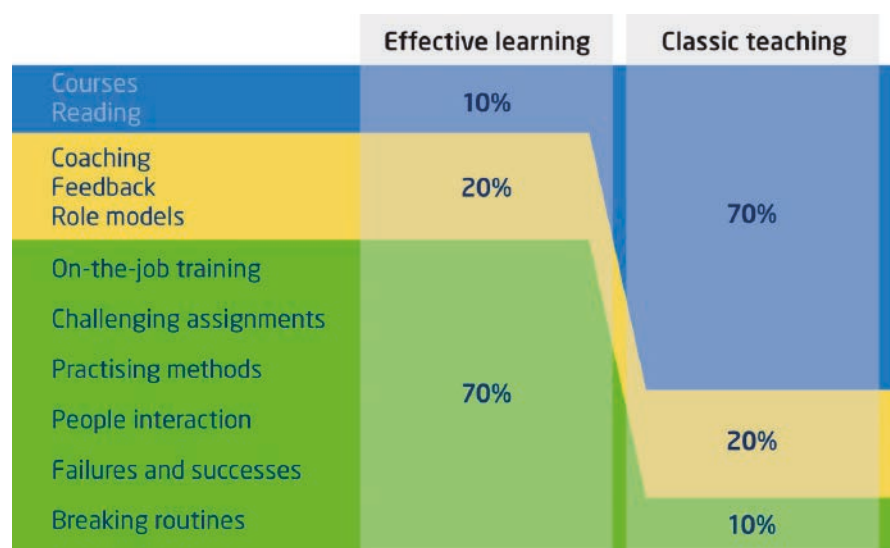
knowledge application and only 10% on ‘getting the knowledge to sink in’ – see Figure 1.

The recommendation is – again in brief – to achieve effective learning by turning the percentage distribution upside down and to spend only 10% on courses and reading, and instead to spend 70% on transforming the gained knowledge into applied competencies.

However, such a shift or re-organisation is not easy. Time off for courses, reading, and to some extent for coaching, feedback and role models could largely be organised and structured to take place. It is much more challenging to ensure that 70% is spent on practicing and re-thinking.

Here IPMA® Certification comes in as a powerful contribution to the 70% of the time of ‘Effective Learning’ to achieve a real competence boost. This has been

Figure 1. Comparison of learning approach and teaching approach



verified at the closing ceremonies with the IPMA Certified project managers in Denmark, where they tell about the benefits of the certification process. We have similar statements from the start of the re-certification five years after the first certification:

“Have become more reflective”. “Have an improved view of the role”. “Act more proactively”. “Conscious of the need also to lead the project management process itself”. “Apply more methods that I have learned earlier”. “Now more dialogue on challenges with other project managers”.

In other words, experience shows that IPMA® Certification helps the candidates to benefit more from their previous knowledge, and from experience gained previously.

To illustrate this with an analogy from the animal world: Participating in an education is like a cow, which has been eating grass for several hours and has filled its first stomach. Attending a subsequent IPMA® Certification is like the same cow lying down and ruminating on what it has eaten, and transporting it to the second stomach where it is transformed into energy.

Levels and steps of the IPMA® Certification

To support career development within project management, the IPMA® Certification programme consists of four levels with increasing requirements for proven competencies (see Figure 2). At the same time, the requirements for the extent of experience are increased: Level D 6 man-months is recommended, Level

C 36 man-months is demanded, Level B 60 man-months and Level A 84 man-months.

The following pages give a description across the Levels D, C, B and A of the learning potential from the certification process, divided into the three main steps, of which Level D is only including Step 1.

Step 1: CV, self-assessment and written exam

The certification process is launched by an **introduction session** per level where the entire process is explained, and training in applying the self-assessment tool takes place. The aim of the session is also to draw attention to the learning potential in the process – and to create study groups as learning forums throughout the certification process.

The next step is to **develop a brief CV**, which provides candidates with an overview of previous educations, courses and literature. It serves as a reminder, which is further strengthened by the fact that the three most important gainings from each education, course and literature are described. In other words, previous learning is revived, and new learning will take place.

The **self-assessment** is undertaken by applying the tool ‘Competencies in project management’, which is the Scandinavian ‘National Competence Baseline’ (NCB).

First, an overview of experience is established by a **survey of previous projects** undertaken and of their

complexity, which in itself is a useful journey. Furthermore, **experience from managing** projects is extracted from one or two projects, with a focus on gained learning.

The next step is for the candidate to assess own **competencies in applying methods** or techniques related to the 34 competencies with approximately 180 sub-competencies. The learning takes place when the candidate is required to refer to the source of his/her best knowledge for each of the 34 competencies and to the project where the method or technique has been used most profitably.

The self-assessment finishes by assessing the candidate’s level of **competencies in leadership behaviour** – related to 12 competencies with 44 sub-competencies. Here, the learning is about becoming more self-aware and about gathering feedback from others in relation to the behavioural competencies.

Incidentally, some of the effective learning, which the IPMA® Certification provides, can be achieved using ‘Competencies in Project Management’ for self-assessment, independently of participation in the certification, either individually or as a group in a company.

Step 2: Planning session, behaviour feedback and project report

At Level C, Step 2 consists of participation in an all-day assessment workshop – called a **planning session**. At the session, the candidates work in groups planning a case project.

Figure 2. Levels of IPMA® Certification



This provides good opportunities for exchange of experience of method applications and reflection on the value of the methods.

For Levels B and A, the step includes collection of **feedback on leadership behaviour** from four referees. The feedback is only for the assessors, who apply it for their assessment, and later for feedback to the candidate.

The most significant boost at level B is achieved during the **preparation of the report** on the candidate's management of a complex project – and for level A on management of complex programmes, portfolios or project-based organisations. A number of management challenges are analysed – with focus on achieving learning. For the assessors, the report is an important tool for assessing the level of performed competencies in project management. For the candidates, the work preparing the report is an extensive reflective process.

Step 3: Interactive session and interview with feedback

For level B, the interview day begins with an **interactive session** where the candidate will have a one-hour dialogue with a project manager and his/her project owner about managing their topical project. The candidate has one hour beforehand to study documents relating to the management of the project.

For the assessors, the session is useful to observe demonstrated experience, the application of methods and leadership behaviour. For the candidate, the session puts him/her under pressure and establishes an opportunity to demonstrate one of the most important competencies, that is, the ability to create managerial value through interaction.

The process for level A is identical; however, the management of programmes, portfolios or project-based organisations is the focus during the interaction with managers operating at that level.

At Levels C, B and A, the process **concludes with an interview** of one to two hours. For the assessors, the interview presents a last opportunity to check those competencies that have not been sufficiently demonstrated through the previous steps. The candidate gets on-going feedback on what the assessors have observed during the entire process.

However, what many candidates say makes the entire process worth it is that the assessors use the last part of the interview to **highlight where the candidate** has been seen as especially competent in relation to experience, methods and behaviour. Recommendations on how the candidate can improve his/her competence are also provided, again in relation to experience, methods and

behaviour. What makes the feedback unique is that the two assessors have spent between 6 and 12 hours per candidate on assessing the candidate's competencies!

The perspective for IPMA® Certification

15 years ago, when Danish Project Management started to introduce IPMA® Certification, we focused – like all others – on creating the perception that the certification is a matter of “getting a piece of paper” on the competencies that up until now have been built up through practicing. Just as other certifications, which primarily are based on a written exam.

Part of the purpose for participating in the certification is still to achieve a certificate on own competence level, but the longer we have delivered IPMA® Certification – the more attentive we have become on the unique learning potential which the programme implies.

The competence boost, which the participants in the certification achieve, is in my opinion the most important contribution from Danish Project Management Association to promote a position of Denmark in the final round about a world championship in project management project.

So, we might consider changing the term from IPMA® Certification with a great possibility for further learning – to IPMA® Competence Boost with a side-effect as a formal certificate.