

Dear IPMA members and friends

Together with the IPMA Executive Board and the Executive Director, I welcome you to the year 2015. We hope that you had a good start into the year and could regain energy for what is coming up next couple of months. For IPMA it is a very important year. On the one hand, we celebrate IPMA's fiftieth anniversary. During the 29. IPMA World Congress in Panama City, we will look back and celebrate the achievements and our heritage. On the other hand, we decided on a new vision, mission and strategy for IPMA, which means to start shaping our future.

A small group of dedicated people started an international network that was first named INTERNET. Obviously, that name was "captured" later by the information technology community. Nevertheless, renamed as IPMA the international PM community spread all around the world and developed that hubs and nodes in a lot more than European countries. Today IPMA is a global and constantly growing network of 57 member associations. We can be proud of the achievements and need to thank all the women and men dedicating their time to this success story.

The world is also changing. Projects are popular. Projectification is a trend that can be observed in all the countries, sectors and organisations. It means that more and more activities are performed in a temporary organisational setting, managed by managers with a specific set of competences. We all recognise the growing interest in our topic, the higher demand of PM qualification and certification, albeit economic setbacks in some regions or countries. However, despite all efforts of professional project, program and portfolio management, too many projects still fail. This is a threat to the world and to IPMA.

With our vision "***promoting competence throughout society to enable a world in which all projects succeed***", we aspire to turn the projectification into a success for society. The vision has also a great impact on IPMA itself, the way we interact, act and activate to reach professionalism in our network. We need to better ***facilitate co-creation and lever the diversity of our global network into benefits for the profession, economy, society and environment*** (the next bold sentences are IPMA's mission statements). Our interaction in IPMA's network, with alliance and other network partners builds on three core values: *diversity, consensus* and *mutual respect*.



Participants of the IPMA Council of Delegates, 2014 in Rotterdam (Photo courtesy to Les Squires)

With this approach, we can make a decisive step in a world, which is getting more and more global, heterarchical and divers in all aspects. We need to find our own way and should not focus too much on other PM Associations and their ways of doing things. Let's promote competence as our unique value proposition, competence for individuals, for projects and for organisations. We have standards that guide the way. The IPMA Individual Competence Baseline (ICB®) and the IPMA Organisational Competence Baseline (OCB®). More is to come this and the next years. An international standard is one thing. The other and certainly more important one is to make use of it. We need to identify the prime target audiences and make those standards available to them, e.g. the OCB for managers of organisations, PMOs etc. The ICB to educators, trainers, practitioners and even teachers and kids at school. We have several good practices already in our network existing. Nevertheless, we have not yet made use of them. This is what we need to change in future to gain momentum.

***Maximise the synergies in our global network to help all Member Associations develop according to their needs.*** This requires Member Associations (MAs) to tell about the good practice and share openly what others could learn from it. However, it requires an MA that is interested in adopting such a good practice, to speak up, to approach the other and develop the idea in a professional way. IPMA could trigger this exchange between MAs (e.g. through the MAs Workshop and events such as IPMA's Research Conferences) but does not have the means to perform an entire development program. IPMA offers facilitation and will do this more in future!

IPMA wants to grow, quantitatively and qualitatively. We aspire to have 90 Member Associations in 2020. We detect a great interest in Latin America, Asia and Africa to join our network. ExBo and the Executive Director could help to initiate talks, direct activities towards such membership. In the end, it is our network - everybody of you - that need to welcome all the new members and let them feel welcome. New members need exchange, ideas, expertise, patience during setbacks and so on. It is a marathon not a sprint. We want to have a sustainable network in the end. The demands of the new members are different to the mature ones. Travelling through 24 countries last year, I experienced huge differences in what the people ask about IPMA and what they need from us. We need to be highly professional AND flexible. Adapting our offer to the needs of the members is one of the key challenges in future. Finally, we all need to ***offer know-how, products and services to the benefit of individuals, projects and organisations across public, private and community sectors*** (this is another mission statement), and this means tailoring it to the specific needs of our target audiences.

With this New Year Address, we wanted to prepare you for the year, which is an important milestone for IPMA and all its MAs. We will discuss more about the issues of our strategy, the execution and the way forward during the next Council of Delegates in Dublin. The newly elected ExBo will have its first meeting this month in Berlin, where we will set the scene for this year's activities.

*Let's jointly move fast forward in 2015.*

Please feel free to share this address in your MA and to all the interested stakeholders, in order to **promote the recognition of project management and engage stakeholders around the world in advancing the discipline.**

Reinhard Wagner,  
President of IPMA