



We live in a world where financial uncertainty is the norm. We spend billions on projects and programmes creating economic growth, jobs and improving lives. Billions more are wasted and opportunities are lost through project failure. **This failure is no longer acceptable.** We know why projects fail, and yet they continue to do so. The rate of project improvement is not fast enough and governments, enterprises and the public are demanding a step-change. As the pace of progress gathers speed, the profession of change must respond to this challenge in order to survive. We need to create a world in which **All Projects Succeed.**



To me success is quite simple, but clearly quite challenging, that projects and programmes should be delivered within cost, on time, delivering the anticipated benefits. Now, who could disagree with that?"

**Sir Peter Gershon, APM Honorary Fellow**

APM Project Management Conference, 21st October 2010

# **Our vision** for the profession is ambitious, challenging and radical. Above all, it reflects what society expects: **A world in which all projects succeed**

Projects deliver beneficial change in a world of increasing pace and complexity. With scarce resources and infinite opportunity, society demands greater effectiveness, transparency, accountability and a zero tolerance of failure.

With the right capability in initiation, sponsorship, governance and delivery, all projects can succeed and benefit those whose lives they touch.

Our profession faces many challenges:

- Too many projects fail.
- Successful practice is too frequently ignored.
- Professional project management skills are in short supply.
- Failure often lies beyond the boundaries of traditional project management.

**“One in six [IT] projects go over budget by an average of 200 per cent in real terms or over run by an average of almost 70 per cent.”**

Research by: BT Centre for Major Programme Management, Saïd Business School, University of Oxford

**“We know why projects fail; we know how to prevent their failure; so why do they still fail?”**

**Martin Cobb,**  
Treasury Board of Canada

**The £12.7bn NHS National Programme for IT was closed in 2011 without delivering its objectives.**

**“With professionalism comes obligation. I think there is a challenge for this profession to stand up and be counted.”**

**Sir Peter Gershon Hon FAPM, APM Conference 2010**

“Generation Z are technologically literate, growing up in a wireless, hyperlinked, user-generated world... they seem to value speed over accuracy. It won't be that long before this group starts entering the workforce.”

Leon Gettler, Sydney Morning Herald

***“Big thinking precedes great achievement.”***

Wilfred Peterson

**“ You want to set a goal that is big enough that in the process of achieving it you become someone worth becoming. ”**

Jim Rhon

We cannot deliver this vision alone. The **APM mission** is: To provide leadership to the movement of committed organisations and individuals who share our passion for improving project outcomes.

We will lead activities that deliver benefit:

- 1** For **individuals**; by developing the leadership capability of all those impacting on project success through globally recognised professional qualifications and certifications.
- 2** For **organisations**; by enhancing organisational capacity to deliver successful change through accredited standards of management practice.
- 3** For **society**; by investing in the creation and dissemination of valuable knowledge in the management of projects and driving its effective application.

# Our Mission is underpinned by clear **goals** **for APM:**

- To be the model for a new, modern profession;
- To be at the heart of project, programme and portfolio management;
- To deliver qualifications, accreditation and a community of support, knowledge, experience and innovation;
- To attract and retain within the community ambitious professionals, committed to achieving ever higher standards of performance;
- To extend beyond the conventional boundaries of the profession to embrace sponsors, users and operators;
- To work in collaboration with like-minded organisations around the world;
- To act as the standard bearer for the cause that all projects succeed.



“Provided we understand ‘success’, eliminate common causes of failure, adopt good project management principles and, above all, are absolutely determined to succeed, we are highly likely to do so.”

**Mike Nichols**, APM Chairman

**“What we want to see is that projects succeed for the same boringly repetitive reasons, so when we talk about learning from past experiences, we’ve got to start learning from experiences of success as well.”**

**Tim Banfield**, National Audit Office

**The Major Projects Authority (MPA) will oversee a portfolio of some 200 projects amounting to in excess of £400bn.**

***“The Government is deadly serious about the need to improve our record on major projects.”***

**David Ackland**, Head, Programme & Project Management Support Unit, Home Office

**“THIS IS THE FIRST TIME A CONSTRUCTION PROJECT IN THE UK HAS SOUGHT TO CAPTURE THE INTELLECTUAL CAPITAL ON THIS SCALE.”**

Sir John Armitt Hon FAPM, ODA Chairman

Olympic Delivery Authority Learning Legacy’s aim is to share the knowledge and lessons learned from the London 2012 construction project to raise the bar within the construction sector and to act as a showcase for UK plc.

Source: London 2012, Learning Legacy website: <http://learninglegacy.london2012.com>

**“The ODA has provided a model for success that is transferable to other UK construction projects.”**

Paul Morrell, Chief Construction Advisor at HM Government

**The Major Projects Leadership Academy aims to transform the implementation of government policy through the world class delivery of major projects.**

Our mission engages:  
**individuals**; from policy makers and company directors to entrepreneurs and academics.

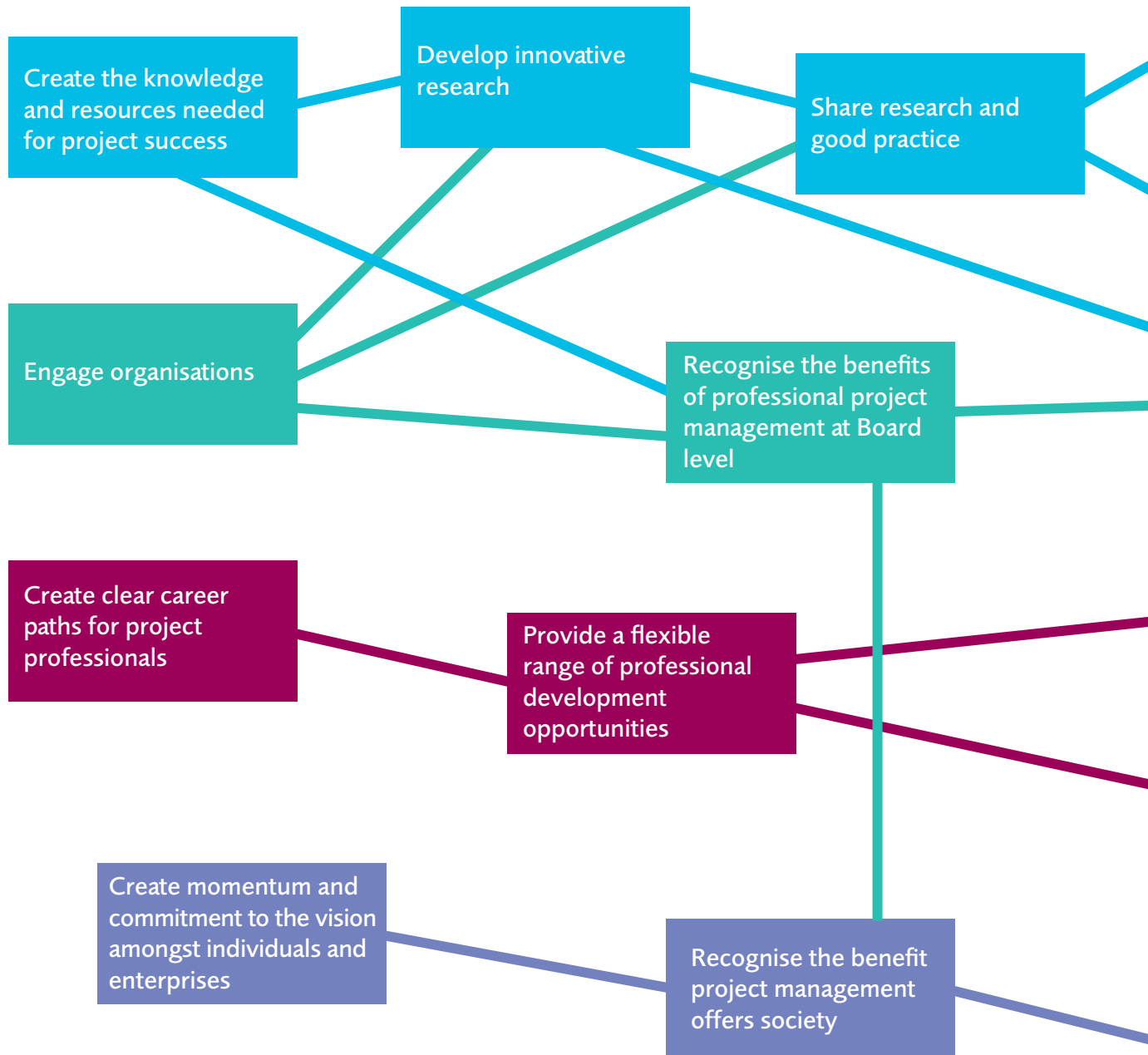
**Professionals**; from engineers and accountants to HR practitioners and project managers.

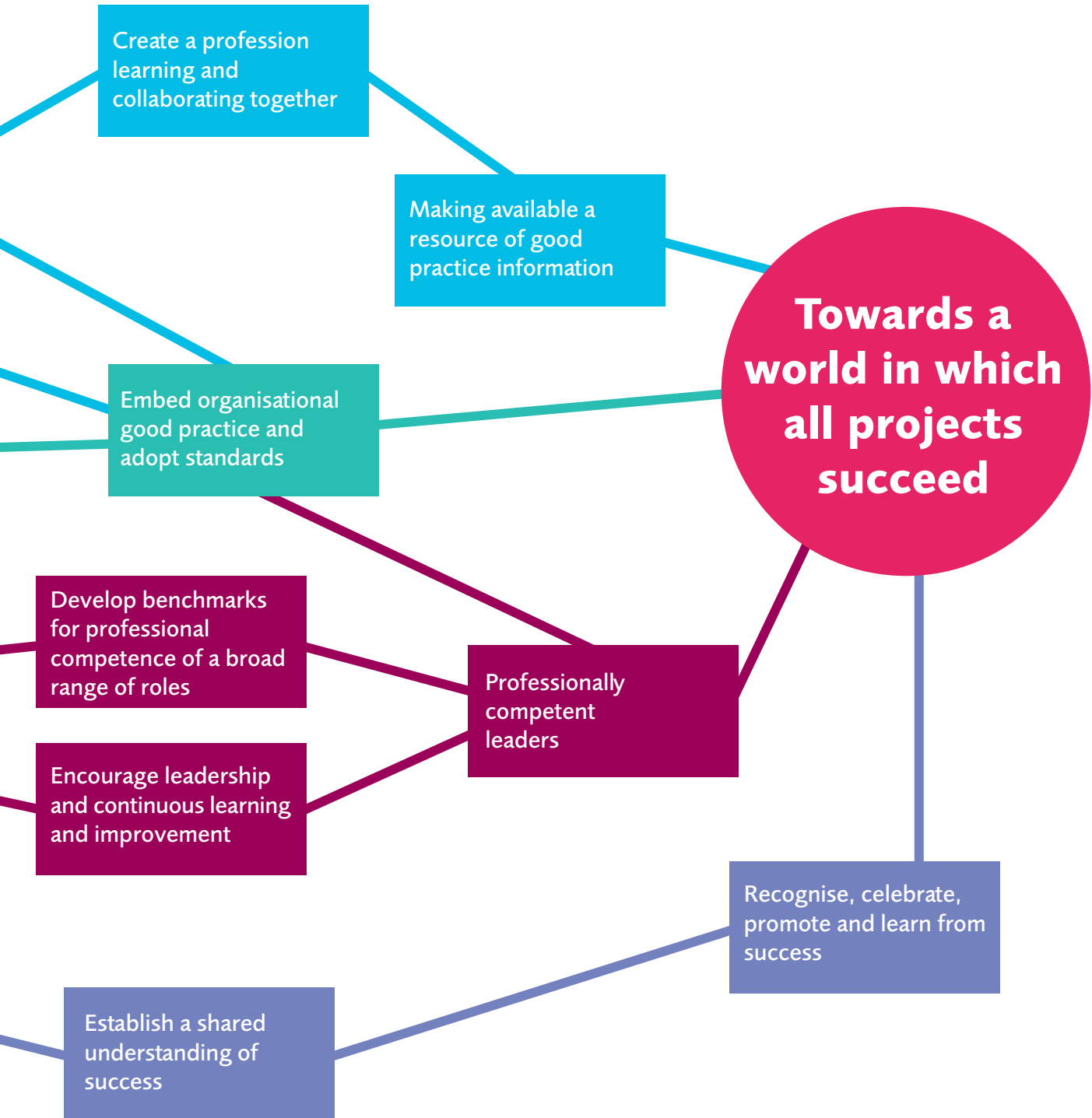
**Organisations**; from multinationals and governments to universities and SMEs



Open to see how all projects can succeed...

# Realising a world in which **All Projects Succeed.**





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