

## Communique for March 27<sup>th</sup>, 2021 virtual CoD, The new reality: resilience and antifragility

**IPMA has completed the March Council of Delegates meeting online. As the World has been locked down several times, we have seen at first hand the difficulties experienced nations and regions. The SARS-COV2 Covid-19 pandemic brutally exposed our vulnerabilities in every area. One lesson we can learn is that we need to build our ability to adapt and withstand future crises.**

During this pandemic period, resilience – the ability to respond to the crisis – has helped many organizations survive a turbulent year. Resilience is as much about recognition as it is about recovery. The resilient actions taken by organisations include investing in workforce initiatives such as reskilling or redesigning work, diversifying operations, and developing technological capabilities to drive new business models. Successful organizations adapted to remote working, kept employees safe, both mentally and physically, and took actions to maintain trust between leaders and employees. They also valued diversity, equity and inclusion and made commitments to improve the environment and strengthen their communities.

We, at the **International Project Management Association (IPMA)**, currently with **72 national Member Associations** worldwide, share with our members the skills and abilities needed to reach and maintain resilience. We are the oldest network of project management professionals worldwide and are 56 years in existence. We represent a professional network of people that promote excellence in projects, programmes, and portfolios, supporting the development of individual, organisational and

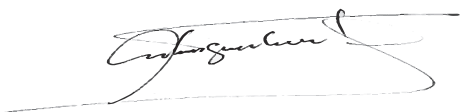
project management technical and behavioural competences. IPMA has global standards in place that define these competencies.

All these hard and soft human competences are needed at this difficult time. A time where regional and local networks must collaborate more closely, addressing the specific challenges of the region or local environment and helping to minimise the impact of the crisis. Today we must be more disciplined and rigorous than ever while maintaining our humanity in the face of the pandemic challenges.

This past year shows that we are what we say at IPMA: we are proud to be part of the IPMA Family, a family of professionals who build relationships for life. We develop our relationships so that they exist far beyond mere institutional relationships. We stand ready to tackle the difficult challenges of the future – together.

The Covid-19 crisis will provoke both ideological and economic earthquakes and we are moving towards a new horizon. Some things will benefit from the shock waves; they thrive and grow when exposed to volatility, randomness, disorder, stressors, and uncertainty. These will cause new concepts and strategies to arise. This is our understanding of antifragility. This is the stage beyond resilience or robustness. The resilient resist shocks and stay the same; the antifragile moves, reacts, responds, and gets better.

IPMA Chairman Dr. Jesus Martinez Almela highlights that the most important thing now is to continue taking care of our physical and mental health. We at IPMA have had to adapt and adjust everything very quickly to the new situation over the last 12 months. IPMA structures, operations, projects, regulations, events, certification, and our relationship with our Associations and key stakeholders have adjusted. They all have the same objective: to win this battle against Covid-19 and build a resilient, antifragile, and sustainable tomorrow. We can only do this together. We will continue as IPMA to focus on developing competent professionals, committed to sharing valuable insights for our common good. We will continue our work that began over 50 years ago and see the future in a much more virtual world addressing a new reality.



Jesus Martinez Almela, IPMA Council of Delegates Chairman  
VIRTUAL IPMA COUNCIL OF DELEGATES MEETING, MARCH 27<sup>th</sup>, 2021

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