



September 24<sup>th</sup>, 2023

## IPMA CoD Communiqué

### *The FOBO Effect in a BANI World and the Project Society*

On Saturday, September 23rd, and Sunday, September 24th, we convened the IPMA Council of Delegates in person at the distinguished location of Seville, Spain. This gathering followed an intensive week (September 19th-22nd) filled with events such as the IPMA Project Profession Forum and the IPMA Global Awards Gala for Project Excellence, among others.

Once again, the Global Project Profession Forum delivered an ambitious program addressing the challenges presented by the BANI (Brittle, Anxious, Nonlinear, and Incomprehensible) world we find ourselves in. The Forum covered specific topics like the future of Project Management Offices (PMOs), ESG-NetZero, IPMA and the Role of Global Partners, project management in the public sector, and achieving excellence in project management within Special Interest Groups. These topics underscored the critical importance of effectively managing our teaching and learning ecosystem. This becomes even more crucial in today's BANI world, where Artificial Intelligence (AI) constantly makes headlines, leading to the pervasive Fear of Becoming Obsolete (FOBO) effect.

As it was previously addressed in the Council of Delegates Communiqué of March 18th, 2023, titled "Research and Innovation Resonating with Project Practice," the Project Society faces numerous challenges in harnessing the opportunities presented by the current BANI environment while combating entropy. FOBO is a concept we all, as Member Associations in the expansive global professional Project Management network, grapple with. It calls for the deployment of an ecosystem of best practices that should reflect how we can navigate, cooperate in value co-creation, and build project networks. It shall also ensure that we manage competences with continuous efforts in reskilling, education, training,

qualifications, and ongoing improvement and development. All of this is essential in the era of the Project Society, deeply embedded in the BANI context and confronting the effects of FOBO.

IPMA firmly believes in the concept of continuously developing competences to foster a Sustainable Project Society. The IPMA Ecosystem, created through our activities, directly contributes to sustainable development. Furthermore, to safeguard the health of our planet and public well-being, it is imperative to integrate sustainability competences into our education and training systems. These empower learners to develop competences and acquire the knowledge, skills, and attitudes necessary to become aware of the need to actively protect our planet. This, in turn, aids the transition toward a fairer Project Economy and Project Society.

Dr. Jesus Martinez Almela, IPMA Chairman of the Council, also highlights that to achieve a Project economy that is fairer, we need to consider the significant advancements in AI, exemplified by chatbots like ChatGPT and similar technologies. In response to these challenges, new competences and best practices are required to shape the IPMA Ecosystem and create value for a sustainable Project Society. Managing change and transformation within portfolios is now paramount and largely hinges on the degree of disruption experienced in the daily lives of individuals and groups. This also impacts aspects such as culture, value systems, and the historical context. Taking care of these elements is essential to keep the FOBO effect under control.

Finally, the Chairman would like to emphasize the special significance of this CoD meeting and its associated events: "For various reasons, one particularly poignant for me is that my journey with IPMA is coming to an end. This gathering marks my farewell after more than two decades of dedicated service to IPMA in various capacities. It has been an honor and privilege to share this remarkable journey with many of you. I extend my heartfelt appreciation and thanks for the unwavering support and affection I have received from all of you. Your support is deeply cherished."

Sincerely,

Dr. Jesus Martinez Almela,  
IPMA Chairman of the Council,  
for the IPMA Council of Delegates Meeting  
Seville, Spain, September 24th, 2023

For media inquiries, IPMA CoD Chair Dr. Jesus Martinez-Almela is available for comments via [info@ipma.world](mailto:info@ipma.world)