The rise and fall of the Project Manager

Joseph Lee

The rise and fall of the Project Manager

Introduction

**PROJECT
MANAGER**

**PROJECT
MANAGEMENT**

Mott MacDonald

The rise and fall of the Project Manager

Introduction

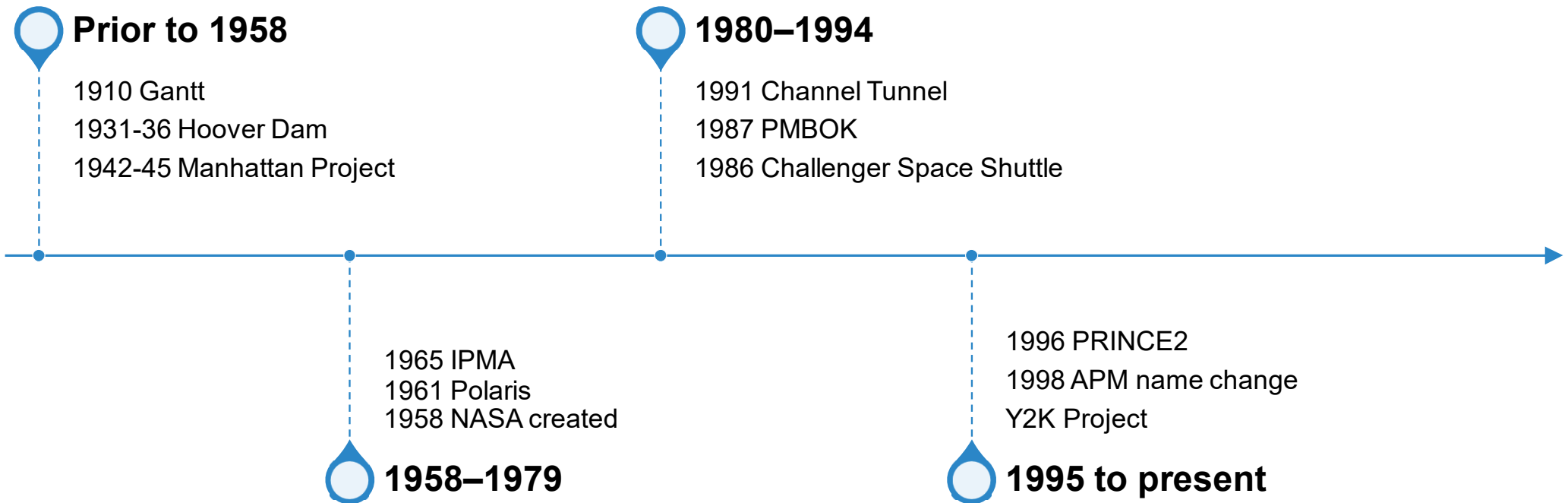

Circa 2500 BC

The rise and fall of the Project Manager

Introduction

1806 - 1859

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Introduction

Prior to 1958

1910 Gantt
1931-36 Hoover Dam
1942-45 Manhattan Project

1980–1994

1991 Channel Tunnel
1987 PMBOK
1986 Challenger Space Shuttle

1965 IPMA
1961 Polaris
1958 NASA created

1958–1979

1996 PRINCE2
1998 APM name change
Y2K Project

1995 to present

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1800	1850	1900	1950
1818 ICE 1834 RIBA 1847 IMechE	1868 RICS* 1871 IEE 1880 ICA* 1884 IEEE		1956 MCA 1957 BCS 1965 IPMA 1969 PMI 1972 APM

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Year	Event
1971	Agreement reached at expert seminar in Zurich to set up UK arm of INTERNET
1971	INTERNET (UK) formally established at first meeting with 78 members
1972	Newly elected executive committee holds first meeting at Sheraton Stockholm Hotel
1972-73	Dr Martin Barnes creates the Time-Cost-Quality triangle
1973	First INTERNET (UK) seminar
1974	First INTERNET (UK) publication, Programs for Network Analysis
1975	First issue of The Bulletin, the association's newsletter
1975	INTERNET (UK) becomes Association of Project Managers
1975	First corporate members join
1976	APM takes on first paid, part-time members of staff
1976	PM hosts IPMA World Congress in Birmingham
1978	First APM weekend school
1983	First issue of International Journal of Project Management
1983	Three-year objectives set out
1985	First office at Westbourne Road, High Wycombe
1985	First annual dinner, Waldorf Hotel
1985	Start of Special (Specific) Interest Groups (SIGs)
1987	First branch set up in North West
1988	APM chairman features on BBC TV
1988	APM hosts IPMA World Congress in Glasgow
1989	The Bulletin becomes Project
1990	Branch chairman invited to attend council meetings
1991	First overseas branch in Hong Kong
1991	HQ moves to new offices in Oxford Road, High Wycombe
1991	First edition of APM Body of Knowledge published
1991	Launch of Certified Project Manager Qualification
1995	Introduction of Continuing Professional Development (CPD) scheme
1996	Trading arm, APM Group, set up
1996	Launch of APMP qualification
1997	First edition of APM PRAM Guide published
1997	APM celebrates 25th anniversary
1998	APM appoints its first executive director
1998	Name changes to Association for Project Management
1998	APM HQ moves to West Wycombe Road, High Wycombe
2000	APM hosts IPMA World Congress 2000 in London
2000	Divergence from APM Group
2002	APM celebrates 30th anniversary
2003	APM Practitioner Qualification launched
2003	APM Publishing established
2003	Governance Review of APM
2004	APM Introductory Certificate launched
2004	First APM Annual Debate
2004	Branch Standards established
2005	Delivering the Future strategy manifesto published
2005	Introduction of Sir Monty Finniston Award for lifetime achievement
2007	First APM Conference
2007	Work begins on application for Royal Charter
2008	Move to Ibis House
2009	1,000 APM events held over the preceding four years
2010	Launch of 5 Dimensions of Professionalism framework
2011	Launch of Registered Project Professional standard
2015	APM wins best association at the Association Excellence Awards
2018	First ever Chartered Project Professionals awarded
2019	1,000th Chartered Project Professional
2020	COVID-19 pandemic prompts the bringing forward of the launch of online qualifications
2021	Number of individual members passes 35,000
2022	50th anniversary

1972 – Time-Cost-Quality Triangle
1985 – SIGs formed
1991 – Body of Knowledge
2004 – British Standard
2014 - Chairman Steve Wake
2018 – ChPP

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What does a Project Manager actually do?

PLAN   **ORGANISE**   **COORDINATE**   **CONTROL**   **DIRECT OR COMMAND**

The rise and fall of the Project Manager
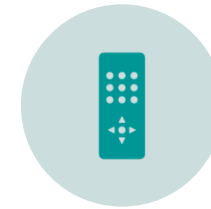
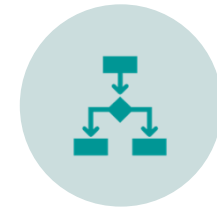What does a Project Manager actually do?

PLAN   **ORGANISE**   **COORDINATE**   **CONTROL**   **DIRECT OR COMMAND**

Henri Fayol's (1916) five functions of a manager, over 50 years before APM!

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Parallels with other professions

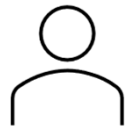**ENGINEERS**   **ARCHITECTS**   **LAWYERS**   **ACCOUNTANTS**

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A time before Project Managers

Client

Engineer   Architect   Builder
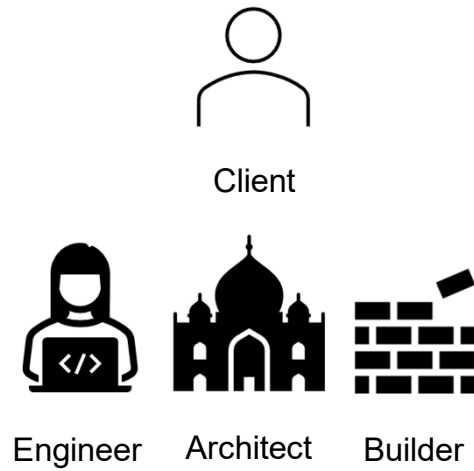
The rise and fall of the Project Manager

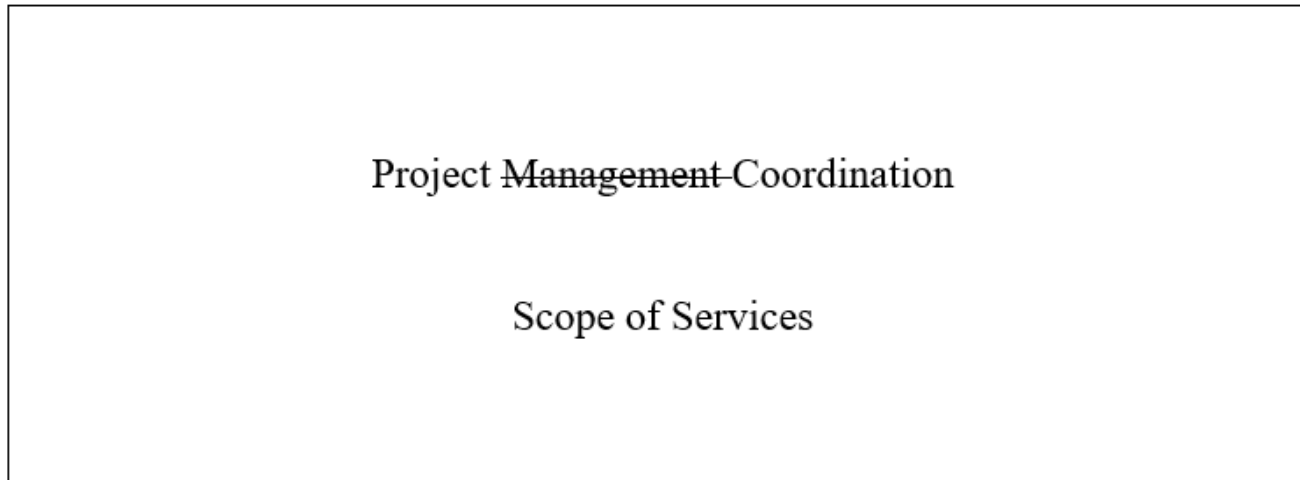Project Managers fill a void

Client

Project
Manager

Engineer   Architect   Builder

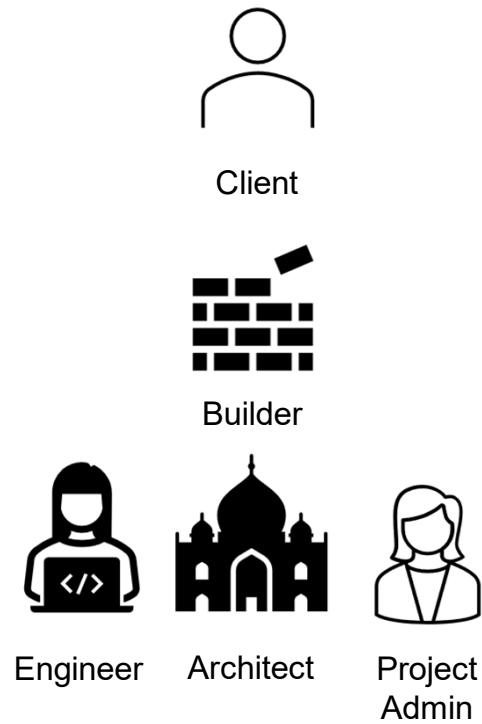# The rise and fall of the Project Manager

Project Managers abdication of responsibility

Project ~~Management~~ Coordination

Scope of Services

Remove "Management" and replace with "Coordination".

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Project Managers abdication of responsibility

Client

Builder

Engineer   Architect   Project
Admin

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Project Managers abdication of responsibility

Rhetoric

Reality

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What about lawyers

Barristers

AI

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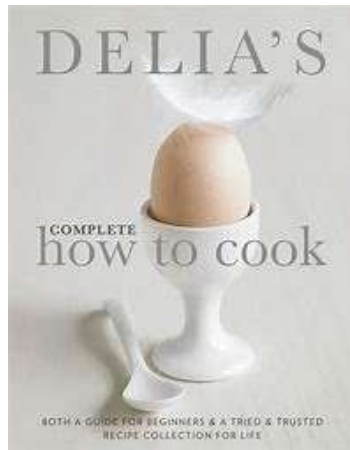
And accountants

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An analogy from cricket

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Now to cooking

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Best thing since sliced bread

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Who will get overtaken by technology

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What will happen to the PM – Decline?

In Affectionate Remembrance
OF
The Project Manager
WHICH DIED AT THE OVAL
ON
29th AUGUST, *2024*
Deeply lamented by a large circle of sorrowing
friends and acquaintances.

R.I.P.

N.B.—The body will be cremated and the
ashes taken to Australia.

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What will happen to the PM – Evolve?

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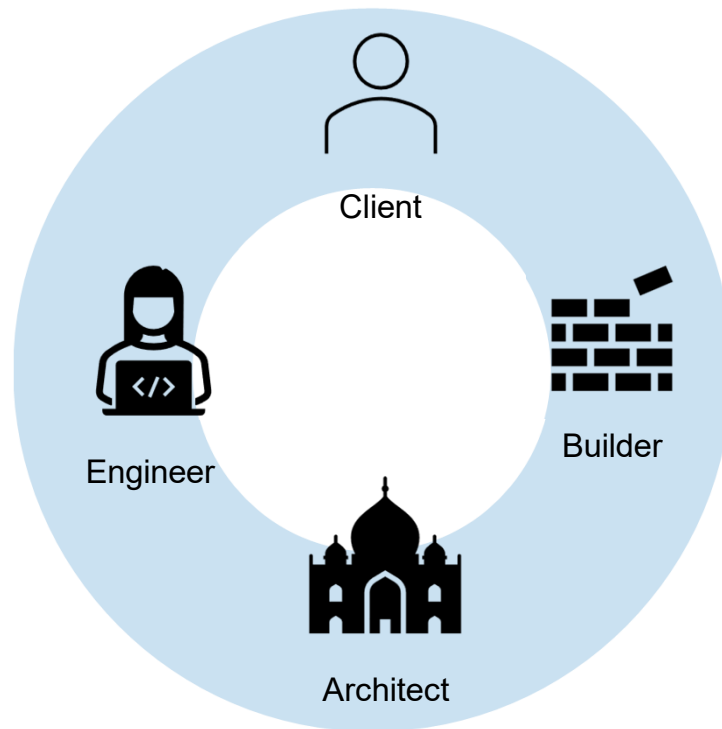How does a Project Manager add value

Episteme – scientific knowledge

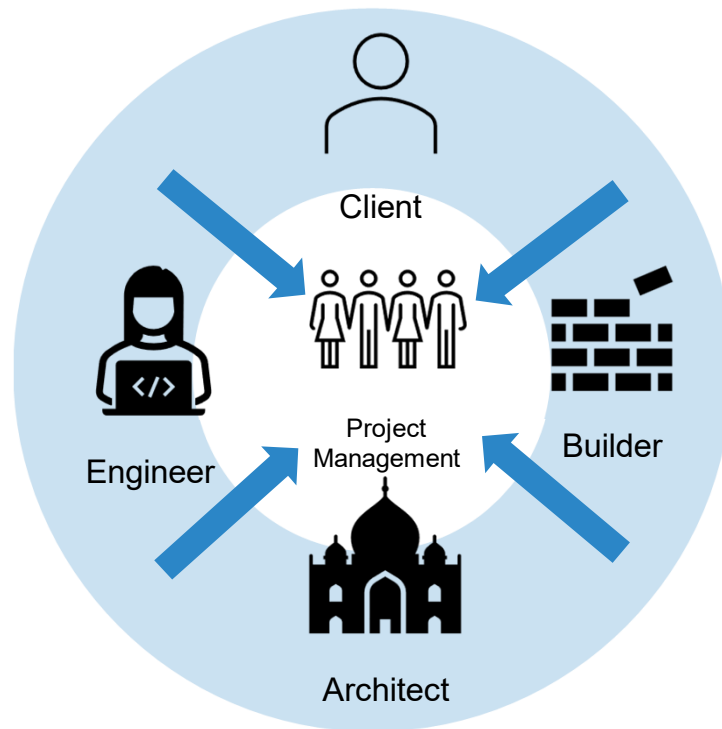Techne – applied craft

Phronesis – experienced judgement

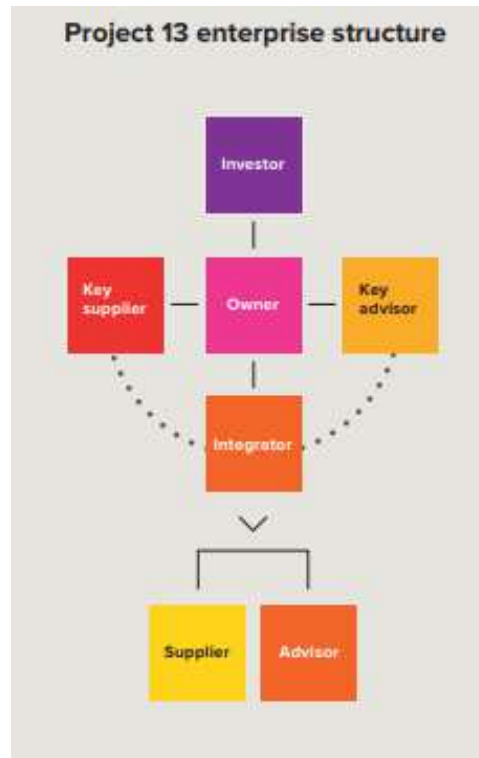# The rise and fall of the Project Manager

A time after Project Managers

Client

Engineer

Builder

Architect

Project Manager

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A time after Project Managers

The rise and fall of the Project Manager

A time after Project Managers

Project 13 enterprise structure

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A time after Project Managers

Thank you

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