



APM Research Fund

Call for applications for funding

2016-17

About the APM Research Fund

1. APM aims to support and direct research that is of practical benefit to the project management profession. It does this through the funding, external validation, dissemination and promotion of research and by offering the potential for feedback and mentorship.
2. APM's Research Programme implements this aim. It has the objective of assisting APM members and partners to create and advance knowledge which supports the management of projects, programmes and portfolios.
3. The APM Research Fund has been setup within the Research Programme to provide funding for small-scale research projects or to provide seed funding for larger research projects.
4. APM welcomes applications to the Research Fund from APM members and the wider project management community to fund research proposals that seek to address key issues that are either directly involved in or related to, the management of projects, programmes and portfolios.

How much funding is available?

5. Proposals will be typically funded at £5,000 each. APM is happy to consider match-funding or co-funded submissions.

How can APM and the APM Sponsored Research Fund help me?

6. In addition to funding, APM can help provide access to data and research participants who wish to be involved in cutting edge research activities (for example, through access to its corporate members) . APM also aids researchers by providing a dissemination platform for research at its events including its annual conference, publications, journals and media activities.

Eligibility Criteria

7. Applications and proposals are open to UK-residents including: academics and researchers, students, the APM volunteer community and practitioners amongst others
8. Both individual and collaborative proposals are welcomed.

What should the research proposal contain?

9. Themes for consideration in 2016-17 include:
 - **Improved delivery of public sector projects in the context of disruption** (which might include increasing demand and public expectations, downward pressure on costs and political instability)
 - **The impact of diversifying project teams** (which might include evaluating the benefit of increased diversity to project teams; benefits of working across the business)
 - **Effect of globalisation and project management delivery** (which might include virtual teams, cross cultural issues and supply chains)
 - **Sponsorship and governance** (which might include project leadership, dealing with the C-suite and senior management for example)
 - **How do schools use project management as part of the curriculum and extra curricula activities?**
 - **Application of project management to transformation**
 - **Frameworks for non-technical skills/competencies** (see CMLG sponsored study, page 5)
10. The above themes directly support the emerging APM strategy.
11. Other themes will also be considered but all proposals must be of practical benefit to the project management community. The research should outline the key question or issue it is trying to address.
12. Proposals should be succinct (no more than 1500 words) in MS Word or PDF formats.
13. They should include:
 - a) A statement addressing the following points:
 - *The research question you seek to answer*
 - *Past research or previous work related to this subject area*
 - *The practical benefits of the research to APM and the project management community and how these will be measured or evaluated to measure the impact of the research*
 - *Predicted timescales of key activities*

- *Proposed budget and the request for how much funding is required* – will any funding be coming from other sources such as Research Councils, private companies, professional bodies or other organisations? How will the monies be used?
 - *What support will be required from APM?*
 - *Target audience(s)* – preference will be given to those who already have identified targeted populations and/or contacts for their research activities
 - *The research outputs and how the research will be disseminated* - applicants should read the next section **Outputs and conditions on achieving the funding**.
- b) Basic contact information such as NAME, COURSE TITLE (if applicable), WHERE STUDYING (if applicable or otherwise employer information) EMAIL/TELEPHONE/ADDRESS.
- c) A copy of your CV(s).

Outputs and Conditions on achieving the funding

14. Outputs or materials arising from the APM Research Fund could take many formats from reports and white papers, to presentations at events or in publications such as journals or magazines. Consideration should be given to the longevity of the outputs and how they can be best utilised by members of the project management community.
15. Conditions on achieving the funding could include some of the following. The most appropriate outputs from each project will be discussed with the APM Research Manager upon attaining funding:
- A short (4 page) research summary for practitioners (mandatory)
 - Research reports or talks by the researchers/authors at APM events or relevant external events/conferences
 - Promotion in the press and/or other media
 - Regular updates on activities and progress during the period of APM sponsorship.
16. Please visit <https://www.apm.org.uk/Research/fund> for examples of current APM Research Fund studies.

Assessment process

17. All applications will be reviewed and evaluated by a panel appointed by APM and its Research Advisory Group (RAG). Submitted proposals will be assessed on the following criteria:
- a) the quality of the research question and what the research is seeking to achieve
 - b) any knowledge gaps or emergent themes the research is seeking to address
 - c) practical value to APM, its members and the wider project management community
 - d) value for money

- e) timescales – preference will be given to proposals which can be delivered fully within 1 year of being awarded research fund monies
- f) whether the APM's funding is decisive to the research being produced
- g) the merit of the application submitted including its originality and innovation and the points raised in 12a

18. Individuals will be contacted if any further information or clarification around their submission is required. The decision of the Research Advisory Group will be final and feedback cannot be guaranteed.

Intellectual Property and Acknowledge Practice

19. Whereby APM are the sole funder the following position will generally be adopted. Applicants will licence to APM the right to use, modify, edit, manipulate and/or distribute, on an irrevocable, perpetual, worldwide and royalty free basis, any and all IP rights in the Work (including the right to grant sub-licenses and including the right to use any of the Recipient's existing background IP rights comprised on which the Work is based or on which the Work is incorporated) for any or all of the following purposes:

- 17.1. for non-commercial purposes such as submissions to academic journals, research dissemination and for the public benefit;
- 17.2. to inform APM products and services including the Body of Knowledge, Competence Framework, APM guides and qualifications; and
- 17.3 for APM content generation such as blogs, articles, research summaries and interactive media

20. The applicant warrants to APM that (1) the material created is original; (2) that the applicant is the first owner of copyright in such material; and (3) that all third party IP rights that are comprised in the Work have been cleared and all consents, permissions or licences that are required from such third parties have been granted.

21. Applicants receiving funding must acknowledge this in all publications. The following text should be included in the funding or acknowledgement section in any published work (including any conference papers or posters) based on or incorporating part or all of the research outputs and works produced as part of this project: "This work was supported by the Association for Project Management (APM) Research Fund." If more than one funder or grant was involved, the text should include the names of all funders in order of contribution.

How do I apply?

22. All research proposals should be sent with the subject line FAO APM Research Fund to research@apm.org.uk

23. Please contact APM research on the above email if you have any questions or would like to discuss your concept ahead of submitting your proposal.

Timetable and payments

24. The following timetable will be used:

W/C 14 November 2016	Applications for proposals open
16 January 2017	Applications deadline
By 3 March 2017	Evaluation of proposals by the APM Research Advisory Group Judging panel
10 March 2017	Feedback provided for proposals with successful recipients notified
24 April 2017	Successful research projects publicised

25. Funding will be distributed on an individual basis once research outputs have been agreed.

Further information and contact

26. For more information about APM Research or the APM Research Fund please visit: www.apm.org.uk/research.

Corporate Members Leadership Group (CMLG) Sponsored Study

Context

APM has 500 corporate member organisations. A group of around 40 member organisations form a Corporate Member Leadership Group. As part of the APM's 2017 Research programme the CMLG is for the first time looking to sponsor research project. Following review within the CMLG the research topic of "an evaluation behavioural /leadership competency frameworks and non-technical competencies for portfolio, programme and project managers."

CLMG's Problem Statement

Whereas 'technical' competencies of portfolio, programme and project managers have been subjected to considerable research and categorisation, the behavioural characteristics of successful people working in the PM spectrum of roles has not. Behavioural competencies are recognised to varying degrees in both the APM and IPMA competency frameworks but neither create a clear language or framework to describe the competencies required nor, critically, how to develop them.

In addition to a general recognition that "people skills" are critical to successful management of project and programmes recent research regarding complexity would also indicate that as we deal with complex rather than complicated project management challenges we become more reliant on the behaviours of people and less dependent on strong process.

There is also a belief that different roles in the project management domain may require significantly different behavioural characteristics perhaps exhibited most starkly between the different behaviours we would expect from a Project Controls expert as compared to a Programme Director (even though both may be senior, experienced practitioners) Against this background the profession has no framework or method to describe how we can assess these “non-technical” aspects, identify which are most relevant against typical project roles and perhaps most importantly, show how these can be developed as part of a project professionals career path.

CMLG’s Hypothesis

To understand how to identify and develop these “non-technical” skills we need a language and framework to aid discussion. The working group has discussed this from a project practitioner viewpoint recognising that we are not subject matter experts in psychology or neuroscience.

With this caveat in mind we believe there may be 3 aspects that need to be understood to allow the development of a useful behavioural competency framework.

These elements are:

- **Preferences/Traits/Personality:** Based on psychology and psychometric questionnaires identifies the way we prefer to act and interact with others. So I may be more analytical than inspirational
- **Emotional Intelligence:** the ability to be aware of and control your own emotions and recognise and manage the emotions of others. Based on neuroscience rather than psychology allows me to control my reaction to external stimulus
- **Leadership Competencies:** skills that can be learnt to help me deal with specific situations and problems specifically in the context of leading.

Using these elements together (rather than focusing on a single aspect) we can help the individual to understand their traits and EQ (and help them improve the EQ) allowing them to be much better at understanding how they work, where their strengths lie and how to manage their interaction with others, moving the interpersonal element from luck (“sorry if I’m abrupt it’s just the way I am”) to intentional (I know when and how to be direct) This improves the situation but it doesn’t necessarily complete the picture without a skills component that allows me to grow in the specific leadership skills I need to succeed in my role.

So, for example:

- Joe is a great big picture thinker; works well in group design and inspires others, but has struggled when leading technical project teams. He doesn’t really like detail and analysis (*traits*). Joe has developed a good self-awareness and realises that when challenged by people who prefer more detail prior to making decisions he has to manage his frustration and seek to engage with them (*high EQ*). To do this Joe has read and practiced analytical problem solving techniques so that he can talk a similar language and be more effective in his role (*Leadership competency*)
- Joe will never be the world’s best analyst, but he can learn how to be competent and more effective as a leader of a technical team.

Benefits

Personal - As a project management professional I need to develop not only my technical skills but also my non-technical, “soft” or interpersonal skills. Building a recognised, researched and academically sound framework that lets me understand where and how I can develop is extremely valuable to my career development.

Project - Projects are built on diverse teams of people coming together to work for a specific purpose and duration. The speed with which these teams can “gel” and learn to work effectively is critical to project success. Creating a common language that allows project teams to speed up the process of communication and understanding is fundamental to improving project success especially on more complex projects

Organisational - There are very different behavioural competencies required by different roles in the project ecosystem. As an organisation it is critical to our successful delivery of projects and management of the risk of project failure that we can understand what these characteristics are by role, thus allowing us to recruit or appoint the right people to the required role.

Research Proposals

APM is seeking research proposals which include:

A review of existing research and knowledge to create a simple behavioural framework and test/ confirm the hypothesis by the means of an APM member survey and CLMG survey.
A review of the suitability/applicable of potential frameworks to characterise the behavioural characteristics for the following roles; Project Director, Programme Manager, Project Manager, PMO Manager, Change Project Manager, Planner, Programme Controls Manager etc.

Expected outputs

- Summary of research review
- Simple behavioural/leadership frameworks
- Summary of APM member survey
- Summary of CLMG member organisations inputs
- Next steps recommendation