

## **Dr. Martin Barnes, CBE, APM Founder: 1939-2022**

### ***PMWJ Advisors and Authors offer tributes and memories***

**Dr. Martin Barnes**, CBE, co-founder and former President of the Association for Project Management (APM) in the United Kingdom, passed away at his home in Oxfordshire, UK on 5 February 2022. Martin was a founding member (no.10) of APM and provided outstanding service to the organization since its inception and to the project management communities, including as APM Chairman from 1986 to 1991, bringing in Sir Monty Finniston as President and as President himself from 2003 to 2012.

His professional career included developing his own consulting firm which merged with what is now PwC. He holds a doctorate, awarded in 1971 for research into improved methods of financial control for engineering projects. He is also credited with the invention of the classic Time / Cost / Performance triangle which came to public attention on BBC Horizon series on managing the development of Royal Ascot racecourse for HM The Queen, and for other project management techniques over the years.



He was Executive Director of the Major Projects Association and the recipient of the Chartered Institute of Management's Special Award and of the Institute of Civil Engineers' Watson Medal in UK, both for his personal contributions to the development of project management. He is a Fellow of the Royal Academy of Engineering, the UK's highest engineering recognition, and is a Churchill Fellow. He is a past President of the Institute of Civil Engineers (ICE) and devised the NEC forms of contract. He received a Commander of the Order of the British Empire (CBE), the highest-ranking Order of the British Empire award (excluding a knighthood/damehood), in 2009 for services to engineering.

Martin was a long serving member of APM's Council including 5 years as Chairman (1986 – 91) and President 2003 – 12. He received APM's Sir Monty Finniston Award for lifetime achievement in 2010.

Long active involvement with and an enthusiastic supporter of IPMA, he was present at many IPMA World Congresses. He drafted the history of IPMA's first 40 years with Klaus Pannenbäcker and presented a video with Klaus at the Gala Dinner in New Delhi.

To read a very nice tribute to Dr Martin Barnes posted on neccontract.com in London on 8 February 2022, go to <https://www.neccontract.com/About-NEC/News-and-Media/In-Memoriam-Martin-Barnes>

The following short announcement appeared in the Oxford Mail on 9 February 2022: Dr Martin Barnes CBE of Kirtlington, Oxfordshire died peacefully in his sleep on 5th February 2022, aged 83. Dearly loved husband of Diana for 59 years, father of Kate and Matthew, and grandfather of Harry, Susannah, Anna, Fred, Elizabeth, Polly and Hugo. Service of Thanksgiving at the Church of St Mary The Virgin, Kirtlington OX5 3HJ at 12 noon on Tuesday 1st March 2022. No flowers please. Enquiries to Jerrams Funeral Directors, Kidlington.

To see A tribute to APM founder, Dr Martin Barnes CBE posted on the APM website on 11 February 2022, visit <https://www.apm.org.uk/news/a-tribute-to-apm-founder-dr-martin-barnes-cbe/>

[Martin's full obituary published in the Times on 8 March can be read by clicking here](#)

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## **Tributes and memories from PMWJ Advisors and Authors**

### **Dr Martin Barnes: An Appreciation**

Doctor Martin Barnes was unusual.

Whilst he was undoubtedly an eminent doctor in engineering and in project management his wife Diana was a double doctor in medicine. A charming and talented family.

Martin Barnes was unique.

He has been both Chairman and the longest serving President of APM as well as President of the Institute of Civil Engineers (ICE) and the driving force for the well-respected and appreciated New Engineering Contract (NEC). Versatile indeed! Martin Barnes was a great storyteller.

His anecdote of persuading Sir Monty Finniston to be a significant, influential President of APM at Manchester airport, against the odds, was impressive and funny. And there were many others.

Martin Barnes was encouraging.

In the mid-2000s as I began my term as Chairman of APM and Andrew Bragg arrived as CEO we met Martin as President to review opportunities. Pinot Grigio may have been involved. We asked Martin in his opinion which organisations should we be

watching and emanating. He told us that they had to watch and emanate APM – as a model of a professional membership organisation. He exuded confidence.

A little later we were with others, including our graphic designers, to discuss branding and logos. We were informed bluntly that the existing letterhead looked like it was devised by an engineer back in the 1970s! Martin confirmed it was in the 1970s, it was by an engineer, and he was that engineer! He was pleased – and generous and gracious.

One of the reasons Martin was the longest serving President of APM was because he wanted to be in on the whole PM journey. To be present from unknown and unheard of right through to Chartered status – in a single lifetime or a single career. And he made it – all the way – in his lifetime and his career.

Martin was not just on this journey, he was in the front row every step of the way – leading, encouraging, cajoling, entertaining.

He and I had inconclusive conversations on whether the iron triangle should really be the jelly triangle. Regrettably that conversation cannot be continued now, and besides would never need to be concluded.

Rest in peace Martin. And thank you – for everything.

**Tom Taylor, ChPP**

Hon Global Advisor, PMWJ

Vice President, Past President, HonFellow, APM

Hon Fellow, IPMA, PM Associations in Finland, Kazakhstan, Nepal, Portugal, Spain  
London, England, UK

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Martin was chairman of the IPMA Council of Delegates in the early 1990s – when I was IPMA President. It was such a great pleasure to interact with Martin and benefit from his technical and behavioral skills.

However, what I remember most in this sad moment of thinking about Martin is him as a brilliant storyteller, for example when we had dinners for the IPMA Board Members. His preference was Pearly Gate Stories of which he had an endless arsenal. His performances inspired others to contribute – such as Vladimir Vorapojev from Russia and Alex van den Honart from the Netherlands. So, in brief, long live Martin's inspiration of Story Telling in IPMA.

Best regards

**Morten Fangel**

Hon Global Advisor, PMWJ

Past President, Chair, Fellow, IPMA

Past President, Chair, Founder, Danish PM Association

Hilleroed, Denmark

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Like many project managers in UK, I first encountered Martin on television in the early 1990s. BBC Horizon made a programme about projects and had engaged Martin as an advisor but ran into some problems so he appeared on the opening show and made such an impression that he was asked back for the rest of the series.

I first “met” Martin and Diana in Berlin in 2000 and greatly enjoyed their company. I recall especially his encounter with Edward De Bono – two remarkable raconteurs! I remember sitting in the late afternoon sun with a beer in hand and the two of them on the opening day of the IPMA Congress (near the old Reichstag building) listening to the tales and tall stories of two remarkable men.

Our next overseas meeting was on the plane to Moscow for the IPMA Congress when I was Chairman of APM. We discussed the travel arrangements that allowed key APM Council to travel together overseas, unlike the arrangements made by the Royal Family! I had just persuaded Martin to become our President, a role he relished but was initially reluctant to accept as he felt he might have conflicted loyalties. Of course, he had none for he was equally loyal to the Major Projects Association and APM while he held tenure with both organisations. We travelled to many IPMA events and Kate spent a lot of time with Diana while we were in Delhi for Adesh Jain’s World Congress.

Morten mentions Martin’s story telling ability but he was also a gifted writer of songs made up at the spur of the moment about happenings during the conference or technical day. His songs about IPMA congresses enlivened many a final night in far flung parts of the world and his performance in Berlin of a parody of Always Look on the Bright Side of Life was a classic.

Martin was born on 18 January 1939; he took a lower Second in Civil Engineering at Imperial College London (1957 – 60) and 1971 was awarded his PhD as noted. He and Peter Morris always claimed each was the first project management PhD but we never learned who really was awarded theirs first. In his eminent career, he worked for Coopers and Lybrand and later was a Partner at Deloitte from 1986 – 1998. He was noted for his work in professional associations: at APM he was Chairman, and President; at the Institution of Civil Engineers, a highly effective committee man and President; at IPMA an effective Chair of the Council during Morten’s time as President. At the ICE, he not only wrote the New Engineering Contract suite (designed to provide standard contract terms that reduced the level of conflict between project managers and clients), he also made major contributions to the Standard Method of Measurement where he was a key member of the drafting team for the 2<sup>nd</sup> edition and also for its revision to 3<sup>rd</sup> edition.

Privately, Martin and Diana lived outside Oxford and kept a canal boat near their home for many years. He was a debonair and intelligent man, with a wonderful ability to coin

a phrase or bon mot to suit almost any occasion. Tom tells the tale of other associations needing to watch APM and linked to that; he challenged us to become the very model of a modern profession – no doubt you recognise the allusion to Gilbert and Sullivan’s “modern Major General” from their operetta Pirates of Penzance! He was a very talented man, a great example of a project manager and a major force in the project to professionalize our discipline. He recognised the power of PM as a profession whose time had come. As many of our Global Advisors have said, he will be much missed, not just in UK but around the world in project and engineering circles - we are fortunate to be able to call him friend.

Martin’s one liner about a profession whose time has come was a rallying cry for many years in APM. We enjoyed many a President’s Lunch, including several at my Club, where we met in retirement (the group comprised Tony Ridley – of Hong Kong Light Railway and London Underground fame, Martin’s predecessor as President, surviving past Chairmen in Peter Morris, Rodney Turner, Donald Heath, Tom and myself) to keep our successors in the shape of Mike Nichols and CEO Andrew Bragg in touch with “the old values” and likely reactions of members to some of what seemed to us to be the more outlandish proposals. Martin had also a great ability to persuade other professional institutions to support APM’s application for a Royal Charter a feat that continues to amaze me.

### **Miles Shepherd**

Executive Advisor, PMWJ

Past Chairman, HonFellow, APM

Past President, Chair, HonFellow, IPMA

Salisbury, England, UK

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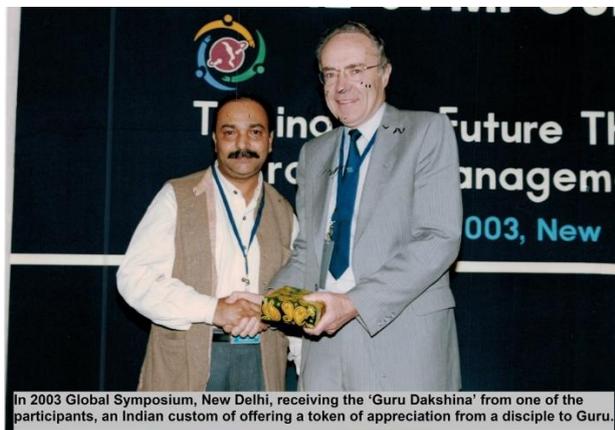
A most sadful news!

I have known Martin since 1995 and shared platforms on more than a dozen occasions. He participated in our global symposiums and CEOs One Day programs as a main speaker in New Delhi more than dozen times. He was truly a great thinker and a person with great humor. Here are a couple of photographs of one occasion out of many where I spent memorable time with Martin, truly a great human being.

He was conferred with the prestigious CEPM Honorary Fellowship in 2003 when he was the President of APM, UK.



In 2003 Global Symposium, New Delhi, Dr. Martin Barnes giving his keynote address.



In 2003 Global Symposium, New Delhi, receiving the 'Guru Dakshina' from one of the participants, an Indian custom of offering a token of appreciation from a disciple to Guru.



In 2003 Global Symposium, New Delhi, (L to R) Adesh Jain, Dr. Martin Barnes, Dr. Rodney Turner, Miles Shepherd & Dr. Hiroshi Tanaka.

A couple of times I had a most relaxed time while at his home in exploring the future of the profession.

I will miss him a lot and have lost one of my dearest friends. He will always be remembered as a thinker for time to come.  
With Heavy Heart!

**Adesh Jain**

Hon Global Advisor, PMWJ  
Chair, International Institute of Projects & Program Management (i2P2M), India  
Founder, World Project Management Forum (WPMF)  
Founder, Honorary President, PMA, India  
Past President, Chair, Fellow, IPMA  
New Delhi, India

That is sad news. Martin was a very decent man with a great gift for people coupled with his amazing knowledge and experience. He will be so dearly missed by all of us in the PM community and his wonderful family.

God rest his beautiful soul!

**Dr. Bill Young**

Hon Global Advisor, PMWJ

Life Fellow, Past President, Chair, AIPM

Fellow, Institute of Engineers Australia

Founder, President, Asia Pacific Federation of Project Management (APFPM)

Melbourne, Australia

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Thank-you for sharing this news. Always sad to hear of an influential leader falling.

I first met Martin at a construction conference in Christchurch 20 years ago almost to the day. We were both speakers. We swapped notes on various global contract forms and their impact of construction projects. I enjoyed his company and admired his intellect. We met a few times after that at various pm-related gatherings around the world.

Regards for now,

**Iain Fraser**

Hon Global Advisor, PMWJ

Past Director, Fellow, PMI

Wellington, New Zealand

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It is very sad, indeed. I had privilege to talk with Martin on many occasions. He was a gentleman and expert, very dedicated to the profession and community. We shall miss him.

Kind regards,

**Prof. dr. Mladen Radujkovic**

Hon Global Advisor, PMWJ

Professor, Alma Mater Europaea University

Member, European Academy of Sciences and Arts

Past President & Chair, Fellow, IPMA

Zagreb, Croatia

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Dear All,

It is so sad to hear of the passing of our distinguished colleague Dr. Martin Barnes. He was a true friend of the project profession and IPMA family. Let him rest in peace and his works (such as the iron triangle) will remain a witness to his glory.

Best,

**Dr. Mladen Vukomanovic**

Hon Academic Advisor, PMWJ  
Associate Professor, University of Zagreb  
Zagreb, Croatia

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Dear David and all:

It is sad news about Martin. I have known Martin since 1990. He participated with me in many IPMA events. He was a great intelligent person with great humour.

We will miss him a lot and I have lost one of my dearest friends.

Best regards,

**Dr. Sergey Bushuyev**

Hon Global Advisor, PMWJ  
Founder, Past President, UPMA  
Professor, Head of Project Management Department  
Kiev National University of Construction and Architecture  
Kyiv, Ukraine

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Oh, how sad! I met Martin in 2000 at a meeting in Berlin. He was a giant in the profession globally. The short bio is but a snippet of his accomplishments. He will be missed.

**Rebecca A. Winston (Becky), JD**

Hon Global Advisor, PMWJ  
VP Membership, CPM  
Past Director, Fellow, PMI  
Idaho Falls, Idaho, USA

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We worked together on an IPMA conference many years ago, but I don't remember the details. Martin was a joy to work with and an outstanding contributor to the development of the project management profession.

**Bob Youker**

Hon Global Advisor, PMWJ  
Past director of PMI, IPMA, asapm  
World Bank (retired)  
Rockville, Maryland, USA

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Sad to hear. Martin was a highly talented and respected person.

We will all miss him very much.

**Dr. Pieter Steyn**

Hon Academic Advisor, PMWJ  
Founder, Dean, Cranefield College  
Pretoria and Western Cape, Republic of South Africa

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Dear all,

It was a significant loss for our profession. Dr. Martin Barnes made a difference in the project management profession, and all of us will remember him.

God bless him!

**Alfonso Bucero**

Hon Global Advisor, Correspondent, PMWJ  
Fellow, Project Management Institute  
Madrid, Spain

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Yes, it is sad news.

While I did not know Martin personally, I certainly knew of some of his accomplishments. I referenced one of his papers within my MSc Construction Management dissertation completed in 1984.... which examined alternative approaches to project management.

From my perspective: *Martin was a true innovator and an original thinker. He was a significant figure in the world of project management for many decades. He will leave a lasting legacy particularly with the NEC suite of documents.*

**Dr Robert Chapman**

Contributing Author, PMWJ  
Fellow, APM, Institute of Risk Management (IRM), Institute of Commercial Management, (ICM), UK  
Hampshire, England, UK

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Hello David !

And thank you for your email! I am truly sorry to hear this... We are losing so many of the great names in such a short time.

I was just thinking about Martin yesterday as I was preparing project management training slides for Elisa, a major Finnish telephone operator. I believe we all owe a debt of gratitude to Martin Barnes. *(At right: Martin speaking at 21<sup>st</sup> IPMA world congress in Krakow, Poland in 2007, photo courtesy of Jouko Vaskimo)*



Please pass my sincere condolences to Martin's family, friends, and colleagues.

With warmest regards from Finland,

**Dr. Jouko Vaskimo**

Executive Editorial Advisor, Correspondent, PMWJ  
Past President, Finland Project Managers Association  
Ispoo, Finland

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Great loss!

Among many things he has been a keynote speaker at the 2012 IPMA World Congress in Greece. I remember him saying how difficult it has been for him to convince others that his "iron triangle" was really time, cost and performance and not quality.

He will be surely remembered!

**Prof John-Paris Pantouvakis**

Hon Academic Advisor, PMWJ  
National Technical University of Athens  
Athens, Greece

Sad news, indeed. I remember meeting Martin Barnes at many IPMA world congresses, where he not only had the keynote, but also contributed the one or other song in the evening and moderated the IPMA family song events.

Best,

**Dr. Martina Heumann**

Hon Academic Advisor, PMWJ

Editor-in-Chief, International Journal of Project Management

Professor, Head of Project Management Group

Vienna University of Business and Economics (WU Vienna)

Vienna, Austria

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Sad news indeed!

I had the pleasure and the honor to meet and talk to Martin Barnes a number of times in London and other places when I was in Lille (APM, Major Projects Association, IPMA...)

**Dr. Christophe Bredillet**

Hon Academic Advisor, PMWJ

Professor of Organizational Project Management

University of Quebec à Trois-Rivières

Trois-Rivières, QC, Canada

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This is a sorrowful news. Dr Martin Barnes will forever be remembered for the Iron Triangle of Time, Cost, and Quality. RIP!

Best,

**Prof Lavagnon Ika, PhD**

Hon Academic Advisor, PMWJ

Associate Editor, International Journal of Project Management

Professor of Project Management

Telfer School of Management, University of Ottawa

Ottawa, ON, Canada

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Thank you very much for keeping us informed. Very sad news!

My fond memories of friendly though always stimulating encounters with Martin date back to 1992 and his masterful interpretation of Lorenzo the Magnificent at the congress in Florence, also remembered by David and Luigi.

Many times afterwards I had the privilege of meeting him and enjoying the time spent together, always with his beloved and lovely wife Diana. Until the last ones, at the IPMA WC in Istanbul, where at the farewell party we also shared his performance as a dancer (the photo below dates back to that evening); and then at that of Crete, when we listened to one of his usual intellectually provocative and full of humor speeches, on standards and PM, followed by enchanting evenings spent enjoying his stories.



The wider PM community will miss a great human being, a great professional, a great leader. May the earth be light to you, our dearest Friend Martin Barnes.

Deepest, heartfelt condolences to the Family!

Sorrowfully,

**Roberto Mori**

Hon Global Advisor, PMWJ  
Past President, Chair, Hon Fellow, IPMA  
Past President, IPMA Italy  
Milan, Italy

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Also, this is the Luigi's tribute:

I have a great memory of Martin. We met when we made a program to insert the Italian PM into the big family of international project management. We were at the beginning of '90. We obtained the organization of the Florence Congress for 1992 and Martin was the protagonist for the conference as PM but especially as an actor in the role of Lorenzo the Magnificent at the opening of the conference.

We lose a man of great culture and humanity. My deepest condolences to the family.

### **Luigi Iperti**

Past President, ANIMP-IPMA Italy  
Milan, Italy

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I am very sorry to hear the news about Martin. So many occasions, so many memories we all have our recollections of time spent with Martin, reading all your notes has brought back so much. The World of Project Management owes him a great deal and we now have left it too late to re-christen the Iron Triangle, it should always have been the Barnes Triangle!

I remember the presentation of the ceremonial sword in Krakow; it was not just for ceremony and had a very sharp edge, Martin tested it and finished his closing speech bleeding profusely! *(At right: Martin with sword at IPMA congress in Krakow in 2007, photo courtesy of Jouko Vaskimo)*

Martin was a true gentleman and a pleasure to be with. He was kind and wise and we all owe him a good deal.

I hope to attend his service on March 1st and hope that some of you will be able to make it too.

Warm regards

### **Mary Mckinlay**

Hon Global Advisor, PMWJ  
Fellow, ICCPM  
Honorary Fellow, APM  
Honorary Fellow, IPMA  
Ryarsh Kent, United Kingdom

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Over the years I met Martin on a number of occasions, but one particular instance stands out. In 2007 Tom Taylor and Miles Shepherd kindly invited myself and my wife Ann to attend the APM annual dinner at the Ritz hotel in London. Fortunately, we were seated beside Martin and his wife. Martin & Ann quickly found common ground in the “equine arena” and she was hugely impressed with his fantastic project achievements at Ascot racecourse.

What I noticed at that event also was the reverence, depth of respect and esteem with which Martin was held by his APM colleagues. Martin’s contribution to the discipline of project management is immense and his legacy as one of the true greats of the profession is assured. His presence will be sorely missed.

May he rest in peace.

### **Ed Naughton**

Hon Global Advisor, PMWJ

Director, Institute of Project Management

Dublin, Ireland

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### **Personal Memories and Tribute to Dr. Martin Barnes**

I first met Martin Barnes at the INTERNET World Congress in Florence, Italy in 1992 where he presented an entertaining skit on stage during a plenary session; the skit was a conversation about project management with a literary character from British history, I think William Shakespeare. I had only learned of APM in 1990 but did not know its history or who Martin really was at the time. Little did I know!

In recent years, Russ Archibald told me stories about the formation of APM in 1972 at an INTERNET congress in Sweden, where Russ was a keynote speaker and Martin presented a paper. Russ had been working in England, so he joined the UK delegation in Stockholm who decided to create an INTERNET chapter in London, with Martin one of the ringleaders. Russ also joined the new organization with APM member #3; he told me that the only reason he had an APM number lower than Martin’s was because they just assigned numbers alphabetically by last name. In both of our minds, Martin was really APM member #1.

In the early 1990s, I was traveling in Europe quite a lot and attended several IPMA world congresses (Vienna, Florence, Oslo, Paris) meeting leaders of other PM associations around the world. APM was still independent of IPMA then but Martin and other APM leaders were always at IPMA events. As a member of the PMI Board of Directors during 1995-1997, I initiated a series of global forums to interact with other PM societies, getting to know many leaders from UK and other countries. During multiple trips to London during that period, I also learned more about APM, its history and Dr. Martin Barnes.

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My first significant interactions with Martin began about twenty years ago; we began to communicate and he contributed a couple of articles to the *PM World Today* eJournal that I was editing at the time. His first article was a short personal history of his involvement with APM – read at <https://pmworldlibrary.net/authors/dr-martin-barnes/> . He became one of my first global advisors when I was running pmforum.org and publishing *PMWT* (2006-2011).

In 2010, I was absolutely shocked to learn that I had been nominated for and named an APM Honorary Fellow. It turned out that my main champion for the award was none other than Martin Barnes. One of the highest honors and thrills of my professional life was receiving the HonFAPM award from Dr. Barnes on stage at the APM Awards Banquet in London. (photo at right)



At the same awards ceremony, Martin received the prestigious Sir Monty Finiston Award for service to APM, presented by then APM Chair Mike Nichols. (photo at left) I was also thrilled to be present at that moment when Martin was so highly recognized by his peers.



Martin Barnes at this best, educating and entertaining APM leaders and guests in 2010. (Mary McKinlay pointing in the fun)

(By the way, Martin authored the important foreward to “The History of APM 1972-2010” that same year, which you can read at [https://apmv1livestorage.blob.core.windows.net/legacyimages/a-history-of-the-association-for-project-management\\_lr.pdf](https://apmv1livestorage.blob.core.windows.net/legacyimages/a-history-of-the-association-for-project-management_lr.pdf) )

Martin and I then began a closer friendship, although primarily communicating via email.

As keynote speaker at the 2012 IPMA World Congress on the Greek Island of Crete, Martin again entertained attendees with stories, anecdotes and lessons learned over 50 years in the PM field.



My wife Carla and I spent an absolutely delightful evening at an IPMA dinner in Crete with Martin and his wife Diana. I just wanted to listen to his stories; he was such an interesting and entertaining person. He told me that he liked what I was doing, then looked at me and said, “but you have a really bad haircut!” I’m not sure I laughed at the time, but it was very funny and I’ve never forgotten.

I was saddened when Martin dropped out of sight a few years ago due to ill health, but Miles was kind enough to keep me informed. Now though I feel like Martin Barnes is back with us, where he belongs.

Welcome back Martin! Rest in Peace!

**David L. Pells**

Managing Editor, PMWJ  
HonFAPM (UK), HonFISIPM (Italy), HonFPMA (India)  
Past VP, Director, Fellow, Project Management Institute  
Addison, Texas, USA