

## PM WORLD TODAY – IN MEMORIUM – MAY 2009

The World of Project Management remembers a Pioneer!  
GPM & IPMA Founder Roland Gutsch: 1925 – 2009

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After a long illness, GPM's honorary president **Roland Gutsch** died on 20 February 2009 at the age of 83 at his home in Bremen. His death marks the loss of our founder and long-time president.

Roland Gutsch was truly the champion of IPMA (previously known as INTERNET). Together with experts from the USA and many European countries, he founded the international community for project management in Vienna in 1965. Vienna also provided the venue for the first INTERNET world congress, which took place not long after this in 1967. Assisted by Professor **Dr Hasso Reschke** and Professor Dr **Heinz Schelle**, Roland Gutsch himself organised and led the 6th world congress in Garmisch-Partenkirchen in 1979. In the same year, working in collaboration with other like-minded colleagues, the trio founded the GPM Deutsche Gesellschaft für Projektmanagement e.V. (the German association for project management).



Roland Gutsch worked tirelessly in and was the driving force behind both organisations, one national and the other international. Thanks to the support of his employer Dornier he was able to lend them the extensive support they needed in the early days of their existence and was instrumental in laying the solid foundations on which they were built and still thrive today. Working at the forefront of

the two organisations, he held the post of IPMA President for many years and spent 12 years chairing the GPM.

Roland Gutsch is closely associated with the development of project management both in Germany and all over the world. His endearing ability to communicate and engage with people from all walks of life complemented his clear professional commitment to the field of project management which, at the time, was still in its infancy and largely unknown. It was always a joy to spend time with this well-educated lover of the classics (he always carried a copy of Goethe's "Faust" with him and often quoted from it) who always demanded so much from those around him, yet was gentle to a tee and full of good humour - whether in Germany or further afield.

Roland Gutsch was born in Karlsruhe on 3 November 1925. Towards the end of the Second World War he was sent to join the armed forces on the Eastern Front, where he was seriously injured on several occasions. After the war he worked in operations for Rhodiaceta in Freiburg, becoming involved in the emerging field of electronic data processing. In 1960 he moved to Immenstaad on the shores of Lake Constance, taking up a post as head of department with Dornier GmbH (today part of EADS), a company renowned for its work in the fields of aerospace, defence and related services. It was here that he set up the project planning/project support business unit (comparable with today's PMOs), heading up project management services until he reached retirement age in 1990.

In 1991, in recognition of services rendered on both the national and international stages, he was awarded the Federal Cross of Merit on ribbon at that year's GPM Forum held in Braunschweig. From the mid 1990s onwards, he lived a rather private life together with his wife at their home near Bremen.

GPM and IPMA have lost their longtime father figure, a person who was instrumental in shaping both organisations and played a decisive role in defining and promoting project management both in Germany and all over the world. His life's work is at the same time a legacy for both organisations. Anyone who knew or met this strong and spirited character will never forget him. We offer our sincere condolences to his wife.

Prof. Dr. Hasso Reschke  
Honorary President of GPM

### **Tributes to Roland Gutsch from Project Management leaders around the world**

"The departure of Roland Gutsch is sad news for the IPMA family. I would like to recall how helpful he has been to the French PM community. In the early days of INTERNET, he was one of the key contributors to the small French PM group which was lead by Pierre Koch in the mid 60's. With Pierre Koch and some others, we created the French PM Association (AFMP) in 1983. Roland was the godfather of our small group. Later, in 1986, we merged AFMP and AFITEP, extending AFITEP's cost engineering scope to project management. I counted Roland as one of my best German friends. I have always been impressed by his knowledge, his straightforwardness, his insight on PM affairs, his vision of professional associations, his kindness to younger PM professionals. His departure is a great loss to our family. " **Gilles Caupin**, past president and chair, AFITEP and IPMA.

"I first met my old friend, Roland, at the IPMA Congress in 1976 where he enrolled me in his network. Beside many other great contributions I consider



Roland to be the founder of the IPMA Family Spirit. As president he brought chocolates for our Board Meetings and stated: "Ich habe einige Motivation Bomben mitgebracht" – and at social IPMA Events he played his violin. Long live the memory of a great promoter!" **Morten Fangel**, past president and chair, IPMA.

*(Photo: Roland Gutsch and Morten Fangel in 1982, photo courtesy of Morten Fangel)*

"I am strongly sorry for the loss of ... Dr. Roland Gutsch, the founder of IPMA, or INTERNET if I am allowed to refer to so with nostalgia. It is Roland that gave great momentum for the Japanese project management leadership to get out of the small island and speak for itself in the global arena. As I made a world debut as a speaker at the Copenhagen World Congress (in 1982), I spent hours with Roland there and was strongly charmed by his great leadership and personality. He had been mentoring PM Japan and myself for a decade since then and I enjoyed meeting with him repeatedly during PMI's annual seminars and symposia in the 1990's." **Hiroshi Tanaka**, President, Project Management Association of Japan (PMAJ)



*(Photo: Fourth International Workshop for INTERNET leaders in 1990, organized by Roland Gutsch, back row at right end; photo courtesy of Morten Fangel)*

"I first met Roland at the IPMA congress in Stockholm in 1972. We were friends until he died. In everybody's mind, he was the most powerful of the founders of what became IPMA. He would give inspiring speeches at the beginning of every congress - in better English than most English speakers. At intervals, during congresses around Europe and particularly at the seminars in Zurich, culminating late at night, he would preside over little ad hoc groups of people, all bent on moulding and forming our opinions about project management - now and in the future. And always he was wreathed in smoke. He was personally responsible for helping many new national project management associations to get started and to join IPMA. I and many others will always be proud to have been his friend."

**Martin Barnes**, President of APM, UK.

"We lost with Roland Gutsch a man closely associated with the development of project management all over the world including also Italy. In fact I had the honour to meet him many years ago, in 1984 when we, as ANIMP, organised the first international seminar dedicated to project management. The seminar was held in Sorrento, in the Amalfi's region, and Roland was very happy to come and to support us in this splendid location well known to him. Roland was a man with deep classic culture and he loved everything of the old Italian history and monuments. At that time, if I well remember, Roland Gutsch was Chairman of Internet (the old name of IPMA) and presented a paper at the seminar. Riccardo Bechis who is now 88 years old was President of ANIMP. The seminar of Sorrento was especially dedicated to civil contractors and thanks to Roland Gutsch's help and support many top managers, one from Hochtief Germany, attended the event as keynote speakers. Roland was very friendly with us and helped us a lot to start our international activity. At that time I began to think about the idea to have an IPMA international Congress in Italy and we succeed in 1992 in Florence. I remember that he was very happy to come and see the progress of the Italian Project Management. We have lost with Roland a man who had a really professional commitment and a deep passion for the project management discipline. I thank you very much to have given me the opportunity to remember Roland Gutsch." **Luigi Iperti**, past president of ANIMP, director of 22<sup>nd</sup> IPMA World Congress Roma 2008, Rome, Italy.

"Ronald Gutsch was not only the outstanding professional, the organizer and the international figure - he was the remarkable person encyclopedically formed, deeply intelligent, with scale and strategic thinking. At the same time he offered attentive and friendly relations to associates, with thin irony and an advanced sense of humor. Communication and dialogue with him always delivered personal and intellectual pleasure. Memories of him will forever remain in those hearts who were lucky enough to communicate with him and his bright name will remain in SOVNET history." **Prof Vladimir V. Voropajev**, PhD, Founder & President, Russian Project Management Association SOVNET.

“Roland was the heart and soul of the early days of the development of IPMA and Project Management in Europe. He lived in a wonderful part of Europe along the Bodensee or Lake Constance in Germany working for the Dornier Aircraft Company with a history with Zeppelins. Roland was very interested in promoting Project Management to the developing world and he was often in contact with me at the World Bank. For two of the IMPA conferences in Germany he organized funding for pre-seminars for participants from developing countries. He visited Washington often, especially when Dornier invented the non-invasive ultra-sound instrument for breaking up kidney stones. He was deeply involved in the publication of a book on CPM network planning in the German language. The IPMA conference in Garmish Parkenkirchen was real fun and I will always remember Roland waving his beer stein to the Hofbrau House song. I still have the picture book on the Bodensee that Roland had given me.” **Bob Youker**, World Bank (retired)

“I first met Roland Gutsch at the 3rd big conference of IPMA (then named INTERNET) in 1972 in Stockholm, Sweden, when I was invited to be a keynote speaker there, and we had a number of always interesting and enjoyable public and private sessions and conferences over the ensuing decades at other IPMA events in several countries. Roland was a true *bon vivant*, German style. He devoted a tremendous amount of his time and energy to creating and building INTERNET/IPMA into the wonderful organization that exists today. I still have a copy of his Foreword for the 1972 Stockholm Congress Proceedings in which he anticipated with unusual prescience a number of key issues to be faced by professional project management practitioners, academics, and researchers, and the direction that we should be headed in this embryonic (at that time) field of endeavor. His good humor, big smile, and joy of life were enthusiastic and contagious, and thinking of our brief times together brings back delightful memories.” **Russ Archibald**, PMI Founder & Fellow, PMI member no. 6.

“When I first became involved in IPMA, I was a young researcher (aged 33) and he was a senior member of the German community. Roland helped organize the first IPMA expert seminar I attended. He retired very shortly afterwards. A tribute book of research papers was produced by IPMA at the time of his retirement. I still have one or two copies somewhere. We obviously have a huge amount to be thankful for, for his contribution to establishing our discipline.” **J. Rodney Turner**, PhD, author and professor of project management, ESC Lille

“I am aware of the outstanding contributions that Roland Gutsch made to the evolution of the theory and processes of project management. He was one of the early **pioneers** who was a leading focal point for bringing project management to the European community. He will be missed!!” Dr. **David I. Cleland**, Professor Emeritus, School of Engineering, University of Pittsburgh, USA.

“Looking back now , through the mists of the intervening years, I appreciate that my interaction with Roland was an important and pleasant experience. Roland was a faithful and thoughtful friend and interesting companion and I enjoyed his company in various encounters in Europe and North America over a period of almost 20 years, starting in 1971, through our mutual involvement in INTERNET-IPMA and PMI. He was certainly a unique character and memorably so. He loved intellectual things, good company, and beautiful ladies. His instinctive manners, his awareness of history and culture, and constancy of purpose gave him a certain gravitas which was immediately perceptible in any company and served him well as a leader. He was a highly cultured and educated man, very European, and strongly supported international collaboration and management education.

He had an obvious delight in great cities like London, Paris, San Francisco, and delighted at being immersed in their atmosphere . Since he retired in 1990 he remained very private and I heard occasionally through our mutual friend, Ivars Avots, that he was in poor health and, sadly, I lost touch with him - but I retain the memory of our friendship.”

**Robert Gillis**, PMI Fellow, Vancouver, BC, Canada.



*(photo: Roland Gutsch and Robert Gillis, approx. 1971, photo courtesy of Bob Gillis)*

“The first time I met Roland Gutsch was when I visited Dornier to sell project management services, but found that he was further ahead in the field than many Americans. He invited me to the first INTERNET Congress in Vienna, and this led to many years of very close cooperation. While everybody remembers Roland’s contribution in spreading project management throughout the world, many informal moments are also a part of the memories of him. Roland’s travel bag was always filled with various kinds of mementos as favors for various officials. Whatever was left, he did not want to take back home, so at the conclusion of a meeting, he would pass them around.

Over the years, I accumulated quite a collection of pencils, neckties and Swiss army knives. Roland was always ready to make a speech and he had adequate command of English to get across his ideas. Writing the speeches in English was something else, and I remember late nights in various hotels helping him compose the talk he was to give the following day. However, after all the effort, he often changed the topic on the fly. Roland always wanted to make a good impression of his country, and that meant renting a prestigious German car when in a foreign city. During a conference in Budapest, the only such car the agency

was able to muster was a large vintage BMW. Unfortunately, most Hungarian parking places were too small for it, so for the rest of the conference, the car sat in the parking lot. So, we remember Roland as a professional, a politician, a diplomat, and as a dear friend.” **Ivars Avots**, former INTERNET Vice President of Projects, Director and PMI Representative.



*(Photo: Roland Gutsch signing cooperation agreement with PMI in 1983 on behalf of INTERNET, with Ivars Avots and Regula Brunies of PMI. Photo courtesy of Ivars Avots)*

On Sunday, 29 March, Professor **Sergey Bushuyev**, President of the Ukrainian Project Management Association in Kiev, sent the following email: “Just now we have had a special ceremony honoring

Roland in IPMA CoD (Council of Delegates) meeting in Nurnberg, which is managed by Klaus Pannenbacker.”

Here is the Personal Tribute to Roland Gutsch delivered to IPMA leaders by **Klaus Pannenbäcker** in Germany on 29 March 2009.

### **Remembrance on Roland Gutsch**

by Klaus Pannenbaecker, IPMA President 1994-96

Ladies and Gentlemen, Dear Friends of the IPMA family.

Roland Gutsch liked very much to welcome the Delegates of this Council. --- This is not anymore possible. Roland Gutsch passed away in the arms of his wife Inge in their house on 20<sup>th</sup> February 2009. Allow me to explain some details of IPMA´s first life phase as a remembrance on Roland Gutsch.

1964, now 45 years ago, was the birthday of IMSA, Internet International Management Systems Association. Pierre Koch of France invited Dick Vullingsh from the Netherlands and Roland Gutsch from Germany to an expert meeting on Critical Path Methods. All three delegates came from the National Aircraft Industries. Finally the idea of an International Body of Project Management was created. The founders wanted a neutral country for an International Umbrella Association, not linked to West and East in Europe.

Roland Gutsch worked in these days with Dornier on the Constance Sea, at the border between Germany and Switzerland. 1965, one year later, INTERNET was therefore officially registered in Zurich. --- Friends like Hans Knöpfel and Gerold Patzak, still active in IPMA, know another reason why IPMA is till today registered in Zurich. It was easier for Roland to go by a ferry boat across the Sea to

Switzerland and to buy Swiss chocolate and cigarettes cheaper than in Germany.  
--- 1967, another year later, Vienna invited to the 1<sup>st</sup> INTERNET World Congress.

The main driver in these 3 years was Roland Gutsch. His vision was

- an International Umbrella Organisation without influences from
  - national protectionism
  - nationalistic culture and mentalities
  - but with setting up internationally acceptable guidelines
- National Associations with the executive power and responsibilities

Till today we live with this vision. We know a Council of Delegates and an Executive Board.

1995 the name INTERNET was changed to IPMA. Internet became in this time worldwide another understanding.

I was personally deeply impressed of the activities and projects of IPMA. I am sure that Roland would recommend with the same sense,

Dear Officers, as long as somebody complains with you take it as the chance, you are acknowledged.

Dear Council Delegates, please congratulate our officers 10% more than it is polite.

Dear Roland, everybody here in this hall believes in his and her own manner that you are somewhere. You look at us with your fatherly smile and you are proud of that what we are planning and realising. We thank you with brain and heart for your engagement and encouraging and motivation.

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We at PMForum and *PM World Today* salute the passing of one of the most popular leaders and a true pioneer from the world of professional project management.