

## PM WORLD TODAY – NOVEMBER 2008

## Editor's Perspective on the Current Edition

*By David L. Pells, Managing Editor*

Welcome to the November 2008 edition of ***PM World Today***. Since 1998, *PM World Today* has been a leading online source of educational and informative articles and information about project management. As the global reach and reputation of this publication grow, we continue to seek new authors and ideas to share with others who want to advance their careers and organizations. If you have project management knowledge (or a story) to share, please send an article for publication. We are especially interested in information that can contribute to solving global problems.

Each month the Editor's Perspective on the Current Edition provides a short overview of the contents of the current edition of *PM World Today*. This month's edition again contains articles, news and stories from around the world of project management (PM), including several in Spanish. *PM World Today* is an educational resource for PM professionals. It is also a service for PM experts, leaders and professionals who want to share knowledge and gain more visibility in the PM world as authors and contributors.

This month's **Editorial** is entitled "***The Future of Project Management is ... Not a Straight Line!***." The future of the project management field continues to be a hot topic at professional conferences and meetings around the world. I have been invited to deliver a keynote speech on this topic at the PM Days conference in Finland in November. So I thought it might be convenient to use my editorial this month to document my thoughts on the topic. Of course, this also helps me prepare for my speech in Helsinki; in any case, I hope I have hit the mark and look forward to readers' reactions to this article.

Three **Letters to the Editor** are included in this edition. **Alan Stretton** in Australia wrote in "*On the Subject of the Tribute to John Fondahl*", providing some additional personal comments on the impact of Precedence Diagramming Method had on the early days of project planning and scheduling. Alan first met John Fondahl in 1978. **Florin Gheorghiu** in Romania reacted to my October editorial with "*On the Subject of your October Editorial and the Current Global Financial Crisis*." Florin discusses some important social and economic issues in Romania and how public feelings there can react to problems in America and around the world – an important perspective not often appreciated. **Debbie O'Bray** in Canada shares some personal history and feelings in her email "*On the Subject of Russ Archibald's Interview in the October edition of PM World Today*." We appreciate their emails and feedback this month, as will other readers.

Four **Viewpoints** articles are included this month. **Cynthia Snyder Stackpole** in California, the volunteer leader for the project that has created the 4<sup>th</sup> edition of PMI's Guide to the PMBOK, is back with a second viewpoints paper entitled "**PMBOK® Guide – Fourth Edition Changes – Chapter by Chapter.**" According to Cyndi, "In last month's article I provided an overview of the changes in the *PMBOK® Guide – Fourth Edition*. In this article I want to write about some of the specific changes in the chapters." We appreciate Cindi's having taken the time to share this information with our readers. Please see this important article for some answers about changes in the latest edition of PMI's global project management standard.

**Jose Machicao** in Lima, Peru, has provided an article entitled "**Energy crisis or 'energy supply for development' management crisis?**" According to Jose, "My perception is that most of the analyses of the current crisis and even some of the past energy crisis, are and were focused on the technical description of energy markets. I consider it useful to explore what other aspects of the crisis project management can help us to discover as well as to improve the ability to surpass the crisis." Please read Jose's article for some fresh perspective on this important global issue.

**Paul Giammalvo** in Jakarta, Indonesia, has contributed another stimulating paper on the topic of "**Open Source Trends and the Future of the Project Management Body of Knowledge.**" Paul introduces some innovative organizations around the world who are making knowledge in various fields more readily available over the internet. He then concludes "project management, as we are practicing it today, is NOT working. I believe one of the reasons is because we have allowed the professional organizations to try to 'own and control' our collective knowledge, which has resulted in stagnation and failure to attract and embrace the 'psycho milts' (see Shirky, 10:37)- those "outliers" with new or innovative ideas." Please read Paul's article and then send us your reaction in a Letter to the Editor.

The fourth Viewpoints article this month is by **Andrea Nicholas** in Texas, a paper entitled "**How Project Management can Rescue Companies from the Baby Boomer Leadership Vacuum.**" This is a republication of her paper delivered at the 2<sup>nd</sup> UT Dallas Project Management Symposium in August; reprinted here because her presentation at the conference was standing room only and her paper was so well received at that time. According to Andrea, "With SAP projecting that the baby boomer generation comprises nearly 46% of the worldwide workforce, companies irrespective of size, industry or location are looking ahead to the next 3 – 5 years and hearing the same, in Ross Perot's vernacular, "sucking sound": the sound of the baby boomer leadership vacuum... What are companies doing to reduce the risk this problem presents to their growth and operations strategies?" Andrea offers some suggestions for harnessing the power of project management to help answer that question.

The **Featured Interview** this month is a continuation of our interview with **Russell Archibald**, PhD (Hon), PMP, PMI Fellow, globally-recognized author, consultant and lecturer on project management. Russ is also one of the “unofficial” founders of the Project Management Institute (PMI) in 1969. In this ***Part III: The Early Years of the PM Profession Outside of North America***, Russ answers questions, describes his experiences and remembers some of the conferences he attended and people he met around the world over the last 40 years. It is a fascinating story, with historical value regarding the history of the global PM profession.



Part 4 of the interview, to be featured next month, will focus on Russ’ recent research, his observations about the state of the world of project management, and his predictions for the future of PM. Don’t miss this story by one of the pioneers in the field of professional project management.

**Featured papers** are serious professional contributions to the PM literature or papers of significant interest. Some are highly entertaining as well. This month we include three such papers that were originally presented at the 2<sup>nd</sup> UT Dallas Project Management Symposium in August. As Media Partner for that event, PMForum agreed to republish selected papers in ***PM World Today***. We are happy to include these good papers this month.

***“Project Management 2.0: The Ultimate Benefits of the New Approach to Project Management”*** is a paper by **Andrew Filev** in the USA that was originally presented at the 2<sup>nd</sup> UT Dallas PM Symposium in Texas in August 2008. The paper is included this month with permission. According to Andrew, “Contemporary project management is undergoing significant changes. Teams find other ways to manage projects, ways that differ from the traditional waterfall methodology. Today, more and more people are using blogs, wikis and collaboration planning tools to work together. These applications represent a significant opportunity for organizations to introduce more efficient collaboration and increase productivity...” Please let us know your opinion about this paper and Mr. Filev’s conclusions.

***“Managing Chaos in an Agile World”***, is a featured paper this month by **Samir Ray** and **Depesh Patel** in Texas. This paper was also originally presented at the 2<sup>nd</sup> UT Dallas PM Symposium in Texas in August 2008. According to the authors, “In 1994 the Standish Group published what is now a well known study on project management, The CHAOS Report. The study presented an analysis of successful, challenged, and impaired projects and stated that ‘software development projects are in chaos’... In recent years, Agile development methodologies have also been increasing in popularity. Empirical studies demonstrate their overall success in delivering better quality software and qualitative case studies tout improved results and overall customer satisfaction. While the results are highly desirable, the simple adoption of an Agile methodology is not sufficient to guarantee a higher rate of

successful projects.” Another interesting and current topic; please let us know your reaction.

A third paper this month that was also originally presented at the 2nd UT Dallas PM Symposium in Texas in August 2008 is entitled “***Implementing an Effective Lessons Learned Program in a Global Project Environment***” by **Mark Marlin** in Houston. According to the Mark, “A Lessons Learned Process is one that crosses functional boundaries and allows an organization to learn from both its mistakes and its successes... Unfortunately, very few organizations can claim they have an effective Lessons Learned process that spans their global project operations. This paper discusses the barriers to implementation of an effective Lessons Learned process as well as the keys to success in overcoming these barriers and having a process that truly adds value to the organization.” For large, global, project-based organizations, we think this might be very useful information.

One **Case Study** is included this month. “***Delivering Multiple Sites and Time Zones Projects: A Case Study from the Telecoms Industry***” is a paper by **Ram Garg**, a former outsourcing manager for Alcatel Lucent in Texas. According to the paper, “A significant number of outsourced projects fail because of complexities associated with multiple sites and time zones. Companies struggle with even two-site projects, so many of them give up and begin to believe that projects spanning multiple sites and time zones do not work. Imagine a project spread over five sites, each in a different country and different time zone, where cultural differences add to the complexity...” This paper was also originally presented at the 2nd UT Dallas PM Symposium in Texas in August 2008 and is reprinted with permission.

**PM Tips & Techniques** papers provide an opportunity for project management consultants, experts, trainers and companies to share knowledge and practical advice for solving problems or addressing major PM issues. Nine advisory papers are included this month.

**Ashwin Amin** in India has contributed an article entitled “***The Communication Key of Program Management.***” According to Ashwin, “In the toolkit of a Program Manager, one of the most important and critical skills is the ability to communicate effectively with the client. This includes selection of an appropriate medium and structure to convey the results and understand the expressed and unexpressed views of client. Proper and judicious usage of communication results in building good rapport and relationship with client and stakeholders..” Please read this paper and send us your reaction.

**Robert (Bob) Prieto**, senior vice president for Fluor Corporation in the USA, is back with another interesting article entitled “***The Post Mortem You Never Want: How to Determine Findings from a Troubled Project.***” According to Bob, “Project closeout reports, reports from turn-around managers on troubled projects, audit reports and project post-mortems all seem to have recurring findings. These

findings can be used to help establish strong, sound project management procedures and act as a guide for effective management of a project...Alternatively, the lessons of the past can be ignored and these findings can serve as a checklist for the auditor or manager looking at a troubled project. Clearly an ounce of prevention is the desired course of action." Bob provides a useful checklist.

**Glenn Koller**, PhD, author and projects advisor in Tulsa, Oklahoma, USA, has provided a fifth article in his series on project risks, entitled "***Risk in Projects: Impact of Risks on Perceived Project Value!***" According to Glenn, "In this fifth article I attempt to elucidate how risks can individually and in confluence impact the perceived value of a project, how risks can be displayed, and will introduce the concept of how the entire risk assessment process can be the cornerstone of the risk management decision making process." Don't miss part 6 next month.

**Tathagat Varma**, General Manager with NetScout's Bangalore Engineering operations in India, has returned with another paper on the topic of "***Applying Little's Law to Agile Project Management.***" According to Tathagat, "Little's Law states that inventory in a process is the multiplication of throughput and the flow-time... Little's Law has its origins in manufacturing, but is also very relevant to a project manager in non-manufacturing setup. An in-depth understanding of Little's Law will help a project manager to improvise on critical ideas in scheduling project activities to minimize the risk of schedule variance, improve accuracy of tracking, and provide more usable status reporting.." This is another interesting and educational article from an engineer's perspective.

**Michelle LaBrosse**, the popular CEO of Cheetah Learning in the USA, has provided another article entitled "***Project Management and Volunteerism: Pick a Non-Profit and Watch Yourself Grow!***" According to Michelle, "As a PMP® and project manager, I see volunteerism as the perfect win-win. You get to stretch your wings and grow in a low-risk environment, gain experience that is relevant in the private sector, network and meet new people, and give back to a cause that you care about..." This month we again provide a Spanish language version of her article, translated by **Rafael Díaz Real**, Ph.D., PMP®, and **Roberto Toledo**, MBA, PMP®, of Alpha-Consultoria in Argentina. We hope you enjoy this month's entertaining article, either in English or Spanish.

**Curt Finch**, CEO of Journyx, Inc. in Austin, Texas, USA has contributed "***From Planning to Execution – a Crucial Step!***" According to Curt's paper, "Why do your best laid plans often go unfulfilled? You have put the right people in the right jobs, empowered them to achieve, drafted an excellent plan and got the necessary buy-in and funding. Yet somehow things went into the ditch and now the project is late and over budget, delivering a poor return on investment... The fact is, knowing the path and walking the path are not the same thing." Once again, Curt puts things in good perspective. We think you will agree.

**Bill Birnbaum**, a business strategy consultant in the USA and author of the recently published book *"Strategic Thinking: a Four Piece Puzzle"* has contributed an interesting paper aimed at project managers entitled **"Implement Your Strategy Successfully!"** According to Bill, "When it comes to implementing strategy, project management professionals have a significant advantage. For the skills and the discipline inherent in project management are directly applicable to implementing strategy... It's unfortunate that too many managers finish their strategy sessions, and only then consider the question of implementation. Clearly this is a mistake. By waiting until after their strategy sessions, they miss earlier opportunities to encourage successful implementation.." We hope Mr. Birnbaum's advice is useful.

**Melvyn Lee**, Technical Manager at Axon Solutions in Malaysia, has provided part 2 of his series on the topic of **"Managing and Leading Technical Teams in IT Projects: Knowing How to Fit Your Flock with the Rest!"** According to Melvyn, "In the first part of the series I have delved into an important foundation of team management - Knowing Your Technical Team. It is equally important to know how subcultures are being developed when different groups and subgroups begin to integrate and relate with one another, which then determines the health and vitality of the overall project team." This is more useful advice on an important aspect of managing any project.

**Lonnie Pacelli**, author and consultant in the USA, has provided a PM Tips paper with the tongue-in-cheek title of **"Execute...or be Executed!"** According to Lonnie, "Any project manager who has been around the block a few times has experienced a visit to the project management guillotine. Perhaps it was with a sponsor, management, or a customer. The project either had a massive schedule slip, cost overrun, or scope slash (or sometimes all three...now that's a party!) and the project manager was first in line at the guillotine... Visiting the guillotine was very uncomfortable but at the same time was a great learning experience. It taught me that I not only needed to be good at planning a project, I also needed to excel in its delivery..." Please read this entertaining article that also contains some good advice.

One **Book Review** is included this month. **Randy Gannoe** has provided a review of **"Dynamic Scheduling with Microsoft Office Project 2007"**, a book published by J. Ross Publishing and the International Institute for Learning in the USA in 2008. The book's author is **Rodolfo Ambriz** in Mexico City. Mr. Gannoe is an alumni of the Graduate Program in Project Management at the University of Texas at Dallas (UT Dallas).

Our book reviews are provided through a cooperative program between PMForum and UT Dallas. (PMForum provides the books, graduate students and alumni receive the books and provide a review; we publish the book reviews in *PM World Today*.) Authors and publishers of project management books who would like to have their PM books reviewed through this process can contact me at [editor@pmforum.org](mailto:editor@pmforum.org).

**Second Editions** are previously published papers that we feel deserve to be republished, due to their lasting value or because their subjects are suddenly relevant again. This month we republish a paper that was originally presented by Russ Archibald as a keynote address at the INTERNET'72 Third International Congress on Project Planning by Network Techniques in Stockholm, Sweden, May 15-19, 1972. The paper is entitled "***Management Information Systems for Projects and Organizations: a Comparative Study.***" This paper is provided in support of the Interview with Russ this month in which he mentions this paper and conference, his first of many presentations at INTERNET (now IPMA) congresses in Europe. Not only that, the paper is still highly relevant, so enjoy!

The second paper included in this category this month is the "***Foreword to Proceedings of the INTERNET'72 Third International Congress on Project Planning by Network Techniques***" by **Roland Gutsch**. A list of participating individuals and organizations is included at the end of Roland's foreword. Roland Gutsch is one of the most famous former leaders in IPMA and was a founder of both the German PM Association and of IPMA, which was founded as INTERNET in 1967. This historic Second Edition is also courtesy of Russ Archibald.

**Regional Reports** is the section of *PM World Today* where reports from International Correspondents around the world are published each month. These include updates on local PM activities and events, discussions of local conditions that affect projects and PM, and personal experiences or perspectives. These reports provide a snapshot and multi-cultural flavor of project management around the world. This is one of the most interesting aspects of the monthly production process, to see what's happening and what is reported by these active and motivated PM professionals. This month, several of our correspondents provide some news and perspectives on the effects of recent economic and financial market turmoil on local economies, projects and project management. We hope you find these reports interesting and educational. The following reports are included this month:

- **Ana Maria Rodriguez** in Rosario, Argentina in "*Project Management News from Argentina*" provides PM professional and education news from Buenos Aires, Cordoba, Mendoza and Rosario and coverage of major local projects. Her report, though, begins with "*Argentina and the Economic World Crisis.*" (English & Spanish)
- **Manfred Rieck** in Wiesbaden, Germany – in "*Project Management News from Germany*", discusses some aspects of the local impact of the global economic crisis and provides an update on activities at PMI chapters across German. As always, he also provides some news from the German PM Association GPM and an update on the German Projects Landscape. (English)

- **Raju Rao** in Chennai, India – in *“Global Financial Crisis and India: a Project Management Perspective,”* discusses some issues in India, strong actions taken by the Indian government, and some specific aspects of PM that are affected by or related to the recent turmoil in global economic and financial markets. (English)
- **Antonello Bove**, new PMForum correspondent for Italy, who lives part time in Rome and in Washington, DC – in *“Project Management Update for Italy”* reports about Italy’s *“Return to Nuclear Energy”* and about the upcoming 22<sup>nd</sup> IPMA World Congress in Rome. (English)
- **José Machicao** in Lima, Peru - in *“Project Management News – Peruvian Update”*, discusses the *“APEC 2008 Meeting” to be held in November in Lima that has been planned and scheduled for months but will now have the global economic turmoil as a major agenda topic.* Jose also provides a brief on the PM profession there. (English & Spanish)
- **Alfonso Bucero** in Madrid, Spain - *“Project Management in Spain: Monthly Report,”* includes a short essay on the impact of economic and financial downturns in Spain in *“The Crisis and Project Management in the Construction Sector.”* Alfonso also provides an update from the PMI Madrid Chapter and his recent participation in the PMI Global Congress North America conference in Denver. (English & Spanish)
- **Florin Gheorghiu** in Bucharest, Romania – in *“Project Management in Emergency Conditions: Turning Red along with the Economy,”* discusses the big impact of the global economic crisis on projects, project management and project management career opportunities in Romania, with some portentous predictions for the future there. (English)
- **Miles Shepherd** in the UK – in *“UK Project Management Roundup”*, discusses the *“Implication of the Financial Downturn on Projects”* in the UK, including *“Olympic Credit Woes”*. Miles also briefly discusses the Energy situation in UK and ends with a review of the upcoming APM National Conference and Awards Dinner – already concluded as we went to press. (English)
- **Quang Ton** in Houston, Texas, USA – in *“Project Management Institute – Leadership Institute Meeting in Denver, Colorado, USA”*, reports about the recent PMI leadership meetings that he attended in Denver. Those meetings of PMI leaders from around the world were held just prior to the PMI Global Congress 2008 – North America in October. Quang reviews the leadership meetings agenda, discusses some of the presentations and speakers, and identifies the participants from the PMI Houston Chapter. He also provides a brief summary of the PMI congress, including the keynote speech by US General Collin Powell. (English)

- **O. Chima Okereke**, PhD, in Port Harcourt, Nigeria - In "*News Affecting Projects & Project Management in Nigeria*", discusses recent results of national infrastructure projects, including suspension of the \$3.8 billion National Railways Modernization Contract previously awarded to a Chinese team, and recent successful commissioning of the \$1.3 billion Afam Gas and Power Project. Chima draws some conclusions and makes useful recommendations to Nigerian government and industry leaders. (English)

The balance of this month's **PM World Today** features calls for papers, announcements of future events, news, information and stories related to people, projects and project management around the world. Please review the articles in PM Community News where people are featured, and the Future Events section where important announcements about upcoming PM conferences are presented. We hope all of these stories are interesting and informative.

We want to express another warm welcome to **Frank Anbari, PhD**, associate professor of project management at The George Washington University in Washington, DC, who became an International Editorial Advisor for PMForum and *PM World Today* on 14 October 2008. Frank is past Director of the Project Management Program at GW and has also taught in the graduate programs at Drexel University, Penn State University, and the University of Texas at Dallas. Dr. Anbari serves as co-Editor of *Project and Program Management Abstracting Journal*, *Social Sciences Research Network* (SSRN) and as member of the Editorial Boards of *Project Management Journal*, *International Journal of Project Management*, and *International Journal of Managing Projects in Business*. He previously served as the first Chair, Project Management Academic Committee at GW, as Vice President–Education and Certification for the College of Performance Management of the Project Management Institute (PMI®), and as examiner (1993–1995) and alumni examiner (1999–2000) for the Malcolm Baldrige National Quality Award in the USA.

We also want to welcome a new correspondent this month. **Antonello Bove**, who lives and works in Washington, DC but who has a home and spends 40% of this time in Rome, was named an International Correspondent for PMForum and *PM World Today* on 4 October 2008. He will provide PM news and information from Italy. Antonello is a Consultant for the Inter-American Investment Corporation (IIC), the private investment arm of the Inter-American Development Bank, where he is leader of the Italian Development Program, a program designed to strengthen European ties with Latin America and the Caribbean. He spends his time equally between Italy, Latin America and the USA. Antonello is the author of the project management book, *La metodologia dei 12 Step*, published in Italy by Hoepli in 2008. Antonello has a degree in Economics and Business Administration from the University of Rome "La Sapienza" (1987) and is a graduate of the Executive Program on General Management from the University of Michigan (2002).

Please see the articles about Frank Anbari and Antonello Bove in the PM Community News section of this edition of *PM World Today*.

We want to thank our sponsors this month which include the **Graduate Program in Project & Programme Management at ESC Lille, IPMA, Journyx, PM Guru Online, PMO Consulting, Program Management Academy, The APM Group, The Graduate Program in Project Management at The University of Texas at Dallas, Threon Group, The Palatine Group, TPG The Project Group and The World Bank**. Please click on their logos and visit their websites. Sponsors receive visibility and publicity in the *PM World Today* e-Journal (contents emailed to thousands worldwide each month), and on the *PM World Today* home page at [www.pmworldtoday.net](http://www.pmworldtoday.net). If your organization is interested in sponsoring *PM World Today* please contact [editor@pmforum.org](mailto:editor@pmforum.org).

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Good luck with your projects!

David L. Pells  
Managing Editor



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***David L. Pells** is the Managing Editor of PM World Today and of [www.pmforum.org](http://www.pmforum.org), one of the world's leading online sources of project management news and information. David is an internationally recognized leader in the field of professional project management, with over thirty years' experience in project management. His professional experience includes a wide variety of programs and projects, including engineering, construction, transit, defense and high technology, and project sizes ranging from several thousand to ten billion dollars. He served on the board of directors of the Project Management Institute (PMI®) twice, and was awarded PMI's Person of the Year award in 1998 and Fellow Award in 1999. He has published widely and spoken at PM conferences and events worldwide. David can be reached via email at: [editor@pmforum.org](mailto:editor@pmforum.org)*