

## PM WORLD TODAY – FEBRUARY 2008

### Editor's Perspective on the Current Issue

February 2008

Welcome to the February 2008 edition of ***PM World Today***. This is the second edition of Volume X, the ten year anniversary of *PM World Today* as an online publication. *PM World Today* was one of the first newsletters entirely published and delivered via the Internet. Now one of the world's leading monthly e-publications for project management, *PM World Today* continues to evolve and grow.

Each month the Editor's Perspective on the Current Issue provides a short overview of the articles and contributions included in the current edition. This edition of *PM World Today* again contains articles, news, papers 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 resource (and service) for PM experts and leaders who want to share knowledge and gain more visibility in the PM world as authors and contributors.

This month's **Editorial** is entitled "Climate Change – What it means for the world of Project Management." Regardless of the causes, climate change is having a much broader and long term impact on our world than many people realize. From research projects in the Antarctic to renewable energy projects worldwide, climate change is spurring investment, cooperation and change across countries, industries and organizations. This is leading to new projects and the need for more PM in new and different ways. I thought it was time to explore this topic and its implications.

Five **Letters to the Editor** are included this month. **Russ Archibald** in Mexico has responded to last month's letter with his comments on the subject of "Working past age 65." Professor **Vladimir Voropajev** in Moscow sends his congratulations on our 10<sup>th</sup> Anniversary, and reminds us of the past Global PM Forums. **Azra Duric** in Canada has provided some feedback on my January editorial and the results of her first article being published in *PM World Today*. **Pat Weaver** in Australia has provided an interesting letter, drawing attention to the need to capture the history of PM and scheduling tools, some of which are fast disappearing from the market. **Earl Glenwright** in Colorado has written in on several topics, including the Seminar @ Sea PM cruise in March, copyright issues and more.

Three **Viewpoints** articles are included again this month. **Mike Nichols**, Chair of the APM in the UK, has presented some of the reasoning why APM is seeking Charter Status. According to Mike, "Becoming a chartered body will mean the

Queen recognizes project management as a profession ..." Read his article to learn more, and what the benefits might be.

**Max Wideman**, Fellow and former Chair of PMI, writing from Vancouver, BC, Canada, has also provided a short article entitled "*Innovation and the Curse of Knowledge.*" In his paper, Max quotes Janet Rae-Dupree from her December 30, 2007 *New York Times* article: "As our knowledge and expertise increase, our creativity and ability to innovate tend to taper off. Why?" Max appears to believe. Do you? Let us know.

**Professor Viatcheslav Poznyakov**, International Editorial Advisor for PMForum and *PM World Today* and a consultant for the World Bank in Russia, has contributed an article entitled "*Project Management & Senior Managers: A Russian Perspective.*" According to Professor Poznyakov, "The demand for PM in Russia is great. The major driver is stable and fast growth of the national economy. ... many top managers, who are familiar with PM, are skeptical of it and believe that PM ideology is narrow and .... does not fit with senior manager's duties and functions during the preparation and implementation of their projects." Is this a problem everywhere, or only in Russia?

**Feature papers** are serious professional contributions to the PM literature or papers of significant interest. Some are highly entertaining as well.

This month we feature the first paper by **Jerry Manas**, author of the book "*Napoleon on Project Management*". Jerry's paper is entitled "*Napoleon's Six Winning Principles.*" According to Jerry, "In addition to successfully leading over fifty military campaigns, Napoleon also led hundreds of development and rebuilding efforts all throughout Europe, including financial reforms, infrastructure setup, construction of roads, bridges, marinas, museums, and more—all during a period of constant warfare... he used advanced project portfolio management practices before the term portfolio management even existed—except he used it to manage an entire empire. Furthermore, he did all this without the use of email, telephones, or computers." Jerry has distilled six principles from Napoleon's success. Here is your opportunity to learn PM from history. It's fascinating!

**Mark Kozak-Holland** in Canada, frequent and popular contributor to *PM World Today*, is back with part 18 in his series on Winston Churchill, the Agile Project Manager. Mark also uses "Lessons from History" to teach modern PM. His paper this month is entitled "*The 'Fighter' Supply Chain*" and discusses how Beaverbrook, Churchill's Minister of Aircraft Production, "focused on the problems of fighter production and took an unconventional approach that brought in ideas and best practices from other industries." This is another fascinating look back!

Professor **Hubert Vaughan**, new editorial advisor for PMForum and *PM World Today* in China, has provided a significant feature paper entitled "*Project Management in China Today*." Based on his 25+ years of professional and executive experiences on projects around the world, and now teaching in several leading Chinese universities in Beijing, Professor Vaughan provides some current and useful perspective on the state of PM practice and the profession in China today.

In **Case Studies** this month, we include the second in a series of articles on project management "Retrospectives", a technique used at Intel Corporation to document lessons learned, share experiences and educate others within the company. These articles are authored by **Debra Lavell** and **Russell Martinelli** at Intel in Oregon. As mentioned last month, while not strictly case studies in the academic sense, these articles discuss real examples of PM practices in a real company, in this case the world's largest producer of semiconductors for personal computers. We appreciate their sharing this information and hope that others find it useful.

The second case study this month is an article by **Anthony DeMarco**, entitled "Young Engineers at Work." Mr. DeMarco tells the story about how a team of young engineers without much work experience solved a complex hardware, software, and IT estimating challenge with a single, integrated solution during a "Challenge" at a recent ISPA-SCEA conference. According to Anthony, the cost exercise problem presented to conference attendees was in support of the state of Florida's decision to pursue an expanded state and Federally-linked system of emergency response command centers for natural disasters. This is also not a case study in the academic sense, but we thought it well worth publishing.

**Personal Stories** is a new category added last month to provide an opportunity for people to share their own stories. Personal stories are also intended to entertain and inform on a personal level – these are the human experiences of project managers and PM professionals. In "*We don't do that here!*" **Ammar Mango** in Jordan tells a short story about his first professional position related to project management – in Michigan. We think his experience may be more common than he realizes. What do you think?

We hope others will contribute their personal stories in the future. If you have a story about how you first got involved in project management, your most interesting project or PM experience, projects in virtual or distant places, or some "adventure" in PM, please consider sharing it with others through publication in *PM World Today*.

**PM Tips & Techniques** papers provide an opportunity for project management consultants, experts, trainers and companies to share helpful and practical suggestions for solving problems or addressing major PM issues. Five such advisory papers are included in this issue.

**Laurence Nicholson** in the UK is back with an article entitled "*How to Drive a Software Product-based Business using Project Management Techniques.*" According to Laurence, "Large consulting companies often spin off ventures that are based around ... a product rather than consulting ... but fail to realize the resultant venture company will not perform when managed using the processes in place within the consulting environment. The needs and drivers are different." We think Mr. Nicholson's good comments might apply to many software companies.

**Randall Englund**, PM Ambassador™ and experienced consultant in California, has provided an advisory article entitled "*What is not a Project? A Primer for Embracing Project-based Work.*" According to Randy, "If you could double your influence capacity, improving your capabilities by 10%, imagine the impact!" Based on his many years at HP and elsewhere, he provides a model, process and useful advice on how to be more successful managing projects of any kind.

This month we include another article by **Michelle LaBrosse**, the talented writer and CEO of Cheetah Learning, entitled "*The Power of One!*" According to Ms. LaBrosse, "I like to look at New Year's resolutions with my Project Management hat on. Think of your one resolution as a project, and treat it like one throughout the year. Here are a few tips to get you started." As always, Michelle's article is both educational and entertaining. Her article is distributed through Cheetah's Know How Network, in which PM World Today is included.

**Tim Bergmann**, Director of Education for True Solutions, Inc. in Dallas, Texas, USA completes his Deadly Sins series this month with an article entitled "*The Seven Deadly Project Sins: Part 7 – Best Practice Sloth.*" This is the seventh paper in a series in which he discusses problems we often create for ourselves as project managers. According to Mr. Bergmann, "Best Practice Sloth can increase risk on the project beyond all of our expectations. .. It is the job of the project manager to make sure that best practices are followed .." Does Tim describe your organization?

**Azra Duric** in Canada has provided an article entitled "The To Do List: The Essence of every project management endeavor and an application in daily life." According to Ms. Duric, "What I would like to get across is a tool that you have been using all along in your daily personal lives but may not be aware of its power." We recognize that not everyone agrees that such simple methods should be included in the Project Manager's "toolkit", but such checklists are used by many. What is your opinion on this topic?

**Second Editions** are articles and papers that have been previously published, but which we think are worth republishing in *PM World Today*. In some cases, they have been published elsewhere in the world in another language, but not yet in English. In other cases these might be papers published long ago that continue to

resonate or have lasting educational value. In every case, republication is approved by the author and, as appropriate, the original publisher.

This month we bring to you a paper by **Patrick Weaver** in Australia entitled "*A Brief History of Scheduling: Back to the Future*". Originally presented at the MyPrimavera06 Conference during 4-6 April 2006 in Canberra, Australia, this paper contains some important historical information that we think more PM professionals should be aware of. In particular, Pat reviews the history of computerized scheduling tools. This is actually a very good read! We thank Pat for sharing his major paper with *PM World Today* readers.

Four **Book Reports** are included this month. These book reviews are provided through a cooperative program between PMForum and the University of Texas at Dallas. (PMForum provides the books, graduate students receive the books and provide a review; we publish the book reviews in *PM World Today*.)

This month **Florin Gheorghiu** has provided a review of "*Construction Project Scheduling and Control*", a book authored by **Saleh Mubark** and published in 2004 by Pearson Prentice Hall in the USA. **Marci Cameron** has reviewed "*The Art and Power of Facilitation: Running Powerful Meetings*", a book by **Alice Zavala** and **Kathleen B. Hass**, published in 2008 (newly released) by Management Concepts in the USA. **Hussein Mzee** has provided a review of "*IT Maintenance: Applied Project Management*", a book by **Michael F. Malinowski** and also published in 2008 by Management Concepts. **Earl Crisp** has reviewed the 2006 book "*Rainbows and Ratholes, Best Practices for Managing Successful Projects*", authored by **Dhanu M. Kothari** and published by the University of Toronto Press in Canada.

**Florin Gheorghiu** is a PMForum correspondent and working project manager in Romania. **Cameron, Crisp** and **Mzee** are working professionals and either enrolled in or alumni of the Graduate Program in Project Management at the University of Texas at Dallas. Please take a look at these book reviews, prepared by serious professionals who are also serious about project management.

**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. For us at PMForum and *PM World Today*, 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. We hope you also find their reports interesting and educational.

Nine reports are included this month from correspondents in Argentina, Ecuador, Germany, India, Peru, Romania, South Africa, the UK and USA.

**Ana Maria Rodriguez** in Argentina reports on "*PMP Certification in Argentina.*" Having recently passed her PMP certification exam, Ana Maria surveys the demand, supply and challenges associated with project management certifications in Argentina! Why is there so much interest, yet so few PMPs in the country? Please see her report for answers, provided in both English and Spanish languages.

**Irwin José Franco** in Ecuador has provided a report "*Guayaquil: A City Project*" in which he highlights recent projects in his great city. Irwin provides a snapshot (literally) of some of the larger projects that have transformed the city in recent years into one of the most liveable in South America, and still the economic engine of the country. His report is also provided in both Spanish and English.

The third report from South America this month is by **José Machicao** in Lima, who has provided a serious assessment of project management in Peru. His report is entitled "*What happened with project management in Peru in 2007? A time to refocus.*" According to Jose, "Some of the most important challenges last year raised in Peru for project management are: (i) a better understanding of what project management has to do with the present and future of the country, (ii) the construction of a qualified market of project management and (iii) a more clear relationship between the country needs and those fields in which project management can help." He discusses these issues and some of the factors affecting PM in the last year, including the natural disaster from the Earthquake in August. Please see his report in both Spanish and English.

The report from **Raju Rao** in Chennai, India is entitled "*The Tata Nano – Lessons and Issues in Project Management.*" Raju discusses the production and recent introduction of the fabulous, small and inexpensive (about \$2,500) automobile "Nano" by the Indian car company Tata, which plans to market the vehicle globally. According to Raju, "Unveiled by Mr. Ratan N. Tata, Chairman of the Tata Group and Tata Motors, 'NANO', the People's Car, signifies a first for the global automobile industry. "Nano" denotes small size but high technology! This is a fascinating story, bound to be repeated in India in other industries and sectors in the years to come.

**Jaycee Krüger** in South Africa has provided another good report in "*Project Management News from South Africa.*" Jaycee's report includes News from PM Professional Organizations (PMI-SA and PMSA), and an update from the South African Qualifications Authority. Of more importance is Jaycee's update on the power shortages in South Africa that are now affecting all industries, projects and project managers. This is a huge issue in the country that has long been the economic engine of southern Africa, with serious implications elsewhere. See his report for details.

**Miles Shepherd** in the UK has provided an update on some major UK projects and latest developments at APM, the UK project management body. Miles also reports on some activities of the PMI Chapter in the UK. His comments on recent problems on a major rail project, however, are interesting, with repercussions throughout the transit and construction sectors in the UK. Anyone who has travelled in England understands the importance of the underground and train systems; when disruptions occur, all hell breaks loose! When it's due to project management, someone must be held responsible. At least Liverpool Station is back open!

**Florin Ghorghiu's** report from Romania this month on the subject of "*The Future of the PM Profession in Romania*" is in the form of an Interview with Simona Bonghez, President of the PMI Romania Chapter in Bucharest. Mrs. Bonghez, an experienced consultant in the IT sector who also holds PM certifications from both IPMA and PMI, recounts the last year and plans for 2008. It looks like good progress is being made for the PM profession in Romania!

**Manfred Rieck** in Germany has provided an update in his report on "Project Management News from Germany." Manfred provides an update on recent activities at PMI chapters in Berlin, Frankfurt and Munich, and with the German Project Management Association. He also provides some comments about major German projects in the banking, IT and government sector, and the impact on the projects environment of recent economic and financial trends.

Finally, **A Matt Piazza** in North Texas has provided a brief report on some big projects underway in the Dallas area. These major projects include a new opera theatre (The Winspear Opera House), the huge Trinity River Project (converting an ugly old river into a major city showcase, with dams, lakes, parks, trails and other facilities), and the new Dallas Cowboys football stadium, now priced over US\$1 billion. These are good examples of big public projects where PM is both critical and highly visible.

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 welcome Professor **Hubert Vaughan** in Beijing, China, who has joined the International Editorial Advisory Council for PMForum and *PM World Today* in January. Hubert is a professor of project management at the Institute of International Engineering Project Management at Tsinghua University in Beijing. He also teaches program and project management at the Graduate School of the China Academy of Sciences, The Software College of Beijing University of Astronautics and Aeronautics, The Software College of Nankai University, and the School of Software Engineering of the Harbin Institute of Technology. We are honored to have

him join our advisory program. Please see the article in the PM Community News in this edition.

We also want to welcome **Gopal Kapur, Ed Naughton** and **David Mathie** who joined the PM Ambassadors™ Speakers Bureau in January. Gopal is a well known and popular project management author, expert consultant and speaker based in California. Ed is the founder and Director General of the Institute of Project Management in Dublin, Ireland, and one of Ireland's best known speakers on the subject of project management. Based in New South Wales, Australia, David is a former senior partner with E&Y (Italy), founding member and former chair of the Italian PM Society, a former Vice President for IPMA, and an experienced PM consultant with extensive international experience. Please read the articles announcing their participation in the PM Community News section of this edition.

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Good luck with your projects!

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