

## PM WORLD TODAY – MAY 2008

### Editor's Perspective on the Current Issue

*By David L. Pells, Managing Editor*

Welcome to the May 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. This eJournal now contains a broad selection of project management news, papers and stories from around the world of professional PM. As the reach and reputation of this publication grows, we continue to seek new authors and new ideas to share with others who are seeking to advance and grow their careers and organizations.

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, leaders and practitioners who want to share knowledge and gain more visibility in the PM world as authors and contributors.

This month's **Editorial** is entitled "*New Frontiers for Project Management: Future Energy.*" This is the second in a series of articles on "New Frontiers" for PM, industries and areas of application that I believe represent important future opportunities for project managers and modern project management. An energy crisis has long been predicted; it now appears to be here with record high prices for oil and gas. Attention is rapidly shifting to alternative fuels and sources of energy. In this article, I have tried to provide some new information and perspective on developments in the energy sector, where new opportunities for PM are emerging and growing.

Three **Letters to the Editor** are included this month. **Russ Archibald**, PM pioneer and PMI co-Founder in Mexico, has provided some additional feedback and information "On the history of project management". **David Maynard**, PMI leader in Indiana, USA, has requested permission to use the case studies residing on [www.pmforum.org](http://www.pmforum.org) for a scholarship competition. **John Ndubuisi** at the Federal University of Technology in Owerri, Nigeria, has written to inform PMForum again about the Society of Project Management Technology Students that has been formed there. I want to thank these individuals for their positive and useful feedback and information this month.

Four **Viewpoints** articles are included again this month. **Lee Lambert**, well known PM consultant and speaker in the USA, has provided an article entitled "*You're a PMP, but are you a PM Professional?*" According to Lee, "As a profession, we've got a problem! We have far too many individuals who have worked hard, attended the best project management training, and invested time and money in earning their PMP credential but now are admittedly not adhering to the very standards to which they were tested and

should be held accountable." Is Mr. Lambert correct? Please read his article and send us your perspective on this issue.

**Paul Giammalvo** in Indonesia is back with a Viewpoints article entitled "*Codes of Ethics and Fiduciary Responsibility to the Consuming Public!*" In his article, in which he references a project scandal in New York, Paul asks, "How many times have you, as a project manager, falsified documents? Or lied about costs, schedule or risks? We talk about codes of ethics and we sign them and we swear to uphold them, but when push comes to shove, when your boss tells you to change the schedule or to "adjust" the costs so they look more favorably for presentation to upper management, what do you do?" We think Paul raises some important issues, but would welcome your comments.

The third Viewpoints article this month provided by **Peter de Jager** in Canada has the title "*Getting buy-in for anything new.*" Peter's article starts with, "If you're a 'doer' of any sort, whether you're a project manager, organizer, supervisor, secretary or just one of those people who make the world go round – then from time to time you're going to stumble across a method or process that you just know will benefit others if only they'll adopt it. You'll then discover, sometimes much to your surprise, that your enthusiasm for the new found solution isn't shared as enthusiastically by those around you." Please read Peter's article for perspective and advice related to an issue that we all face at one time or another in our careers.

**Getachew Teklemariam Alemu** in Addis Ababa has contributed an interesting Viewpoints article entitled "*Infrastructure Project Management: What can we learn from the Chinese?*" According to Getachew, "As being the vibrant sector in China's economic development, the Chinese infrastructure sector could teach us a lot of lessons that are missing in most of the developing countries, including Ethiopia.' He goes on to suggest some important practices. Getachew writes from personal experience and with something at stake, as he is involved in assessing and planning infrastructure projects in his country.

**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 five such papers from authors in Canada, Portugal and the USA.

**Robert Prieto**, senior vice president for Fluor Corporation in the USA, has provided another major paper entitled "*Foundations, Frameworks & Lessons Learned in Program Management.*" According to Bob, "The delivery of complex capital programs worldwide is increasingly challenged by the depth and breadth of management skills required for successful program execution. Capital programs today continue to grow in scale and complexity; face growing human and critical material resource constraints; require global resources or as a minimum compete for them; and are increasingly sensitive to successful execution in terms of schedule, quality and cost... This paper reviews the ingredients of a successful program management approach and specifically differentiates it from good project management." We think this is another important addition to the PM literature, especially for those in the engineering and construction industry. We encourage all to read it.

**Lev Virine** in Calgary, Canada has provided a very interesting paper entitled "*Adaptive Project Management.*" The paper begins with "Originally developed by ecologists, adaptive management has become a powerful framework for project management. It is a structured and systematic process to continually improve decisions and practices by learning from the outcomes of previous decisions. Adaptive management includes a number of organizational principles, such as iterative development and avoidance of irreversible decisions. Adaptive management relies on metrics and quantitative methods to integrate actual project performance to the management of projects." Mr. Virine goes on to define and describe Adaptive PM, in another significant contribution to the literature growing up around modern project management.

**Alexandre Rodrigues** in Lisbon, Portugal has provided a paper entitled "*The Trend of Earned Value Management as a Cross-Industry Best Practice: Conclusions and Lessons Learned from Real-Life Implementations.*" According to Alex, "Our practical experience over the last ten years of using and applying EVM in the field, has demonstrated ... Earned Value can be used effectively in any type of project and industry sector, very often requiring little effort in small projects.... In this paper, we briefly present ..(an).. extended version of Earned Value Management along with the critical factors for successful implementation, in particular communication and data quality issues." We think this is another significant addition to the literature on EVM as a project management best practice.

**Jim Miller** in Irving, Texas has provided an important paper on the topic of "*Catapulting Productivity with IT Project Management and Corporate Governance.*" According to Mr. Miller, "...to thrive in today's demanding high tech business climate, there is no question that IT Project Management must enlist the aid of strategies that accelerate progress. To ensure best practice ideas, project management leaders, particularly in the IT world, must focus on keeping a team on track and above all, help to avoid costly mistakes. This is where IT Project Management and Corporate Governance come in." Based on his experience in a major IT organization, Jim discusses how an IT PMO can contribute to both improved performance and corporate governance objectives. This is important stuff for every organization, not just technology companies.

**Mark Kozak-Holland** in Canada, frequent and popular contributor to *PM World Today*, is back with part 21 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 "*Storey's Gate.*" According to Mark, "This article looks at the fourth area of the overall project, *command and control of the whole system.* A command centre at the heart of the solution was the final piece in the jigsaw." Based on information from "the summer of 1940", this is another fascinating look back with lessons still to be learned – when a 'war room' really was a War Room! Read the article, learn and be entertained again this month!

Two papers are included in **Case Studies** this month. "*Streamlined Decision Making and Sharper Project Focus at BAE Systems*" is a case study authored by **Liz Fletcher**

and provided by **TPG The Project Group** in Munich, Germany. The paper starts with "As part of a strategy to implement Earned Value Management (EVM) methodologies throughout the enterprise, BAE Systems set out in 2006 to improve its project management techniques and increase efficiency. The Air Support business of the Military Air Solutions group, which provides maintenance and support services to military aircraft in multiple countries, has been the first to see results." Read this article to see what was done to improve PM at BAE.

The second paper in this section is the third 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. This month's paper by **Debra Lavell** and **Russell Martinelli** at Intel in Oregon and is entitled "*The People Side of Program and Project Retrospectives.*" According to Debra and Russ, "As with any organization or business process change endeavor, one of the most difficult challenges to overcome is getting people en masse to change the way they work and behave. Bringing the retrospectives methodology into Intel has been no different. A key learning we've discovered is that the services of a trained facilitator is beneficial to improving the likelihood of sustainable change in moving to the retrospectives methodology. In this paper, we explore the people side of bringing retrospectives into an organization from a facilitator's perspective, and how one deals with human aspects of introducing changes in the way people work and behave."

**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. Six such advisory papers are included this month.

**German Bernate** in Bogotá, Colombia has contributed an article entitled "*Recognition: Key to Success!*" According to Mr. Bernate, "Usually managers forget, or pay little attention, to their employee's achievement **recognition**. Here comes a special recommendation: Always bear in mind that an actor needs the public applause; the applause of those capable to comprehend and value their preparation and devotion. Your employees have the same need: **Recognition**. A timely compliment carries a magic power: Self-esteem increase. With this simple procedure you will improve team productivity." German's article provides some interesting examples from history and public figures in Colombia, and is provided in both English and Spanish languages.

**Jerry Manas**, president of the Merengo Group in Colorado and author of the books *Managing the Gray Areas* and *Napoleon on Project Management*, has provided an advisory article entitled "How to address the 'Gray Areas': Tough Questions for Leaders!" According to Jerry, "Leaders face dilemmas every day. Decisions we make are translated into real-world outcomes, with each decision cascading into other actions. Sometimes, we mentally frame difficult choices and decisions in terms that simplify them—at least on the surface. We turn them into black or white just to get some clarity around them, yet in reality, they are not black or white, not either/or—they are gray.... How we address these difficult choices ... will determine the feel of our organization. ... how people interact, and how work gets done." This article provides

some interesting perspective and good advice about some difficult leadership issues.

**Myroslava Symonenko, Dimitry Korolkov and Oleg V. Fonarov** of Program-Ace, a successful software house in Ukraine, have provided an interesting and useful paper entitled *"Transparent Project Management: Giving your customers what they really want!"*. According to the authors, "Building effective partnership is closely connected with one of the basic and well-known rules of business: you should *learn* what your clients really need (or help them determine their need) – and do your best to follow their interests and expectations when offering them corresponding products or services." We think their advice is great for any PM solution provider to follow.

**Amanda Finch**, CEO of A.D.V Group in Austin, Texas, has provided an interesting article entitled *"Managing Your Company's SAS 70 Audit!"* According to Amanda, "SAS 70 audits are a relatively new business mandate, but they are coming on strong and fast. If your company provides services to publicly-traded companies (including software-as-a-service), chances are customers and prospects have already begun to ask for your SAS 70 audit report. .. SAS 70 audits significantly impact your company's operations and market position; hence, they require careful management. This article will briefly describe what SAS 70 audits are, who needs to undergo them, and why. It will make the case for good project management of the audit process. It will also describe the basic phases and activities of the audit process, from beginning to end." If your company provides payroll processing, benefits administration, claims processing, or other application services, then you should definitely read, download and save this article.

**Michelle LaBrosse**, the talented CEO of Cheetah Learning, has provided another article entitled *"Spring cleaning your life & work."* According to Ms. LaBrosse, who clearly lives in the Northern Hemisphere, "When we think of the words "Spring Cleaning," many of us tend to think of taking large garbage bags and doing a purge of the clutter in our lives. ... Instead, we want to develop long-term solutions that help you keep your projects moving along and make sure you enjoy the success you deserve... Here are my seven favorite tips when I look at applying my knowledge of Project Management to the notion of Spring Cleaning." As always, Michelle's article is both entertaining and useful. Her article is distributed through Cheetah's Knowhow Network, in which *PM World Today* is included.

The sixth PM Tips Article this month is the second of a two-part series on the important topic of international project kick-off meetings by Professors **Sue Freedman** and **Lothar Katz** in Texas. Their article is entitled "Making International Project Kick-Off Meetings Work" and provides good guidance related to that critical stage on international projects. According to Sue and Lothar, "International projects face special challenges. The need to adjust to different economic, political, legal, and logistical systems commonly adds significant complexity... international project managers must realize that one of the most critical steps when initiating and planning their project is to design and conduct a kick-off meeting that creates the right impression, conveys the right information, and sets the stage for a cooperative and productive project." This is

good stuff by the instructors of the three-part course on *Managing Projects Across Borders™* at the University of Texas at Dallas.

One **Book Review** is included this month. **Jerry Partridge** has provided a review of "*PMP Exam Prep "An A+ Guide"*", a book authored by **Cynthia Stackpole** and published in 2008 in English in the USA by Management Concepts. Jerry is an alumni of the Graduate Program in Project Management at the University of Texas at Dallas. Our 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*.) Authors and publishers of project management books who would like to have their book reviewed through this process are welcome to contact me at [editor@pmforum.org](mailto:editor@pmforum.org).

**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 *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.

Ten reports are included this month from correspondents in Ecuador, Germany, Greece, Ireland, Nigeria, Peru, South Africa, Spain, Turkey, and USA.

**Irwin José Franco** in Guayaquil, Ecuador has provided a report entitled "*Perspectives of the PMI in Ecuador: Interview with Enrique Capella, PMI Regional Mentor for North Latin America.*" In this interesting interview, Mr. Capella shares some plans and issues related to PMI's model for Ecuador, chapter with branches, and the objectives for his visit to Ecuador. Irwin's report is provided in both English and Spanish languages.

**Manfred Rieck** in Weisbaden has provided an update on project management professional activities in Germany and a couple of interesting national projects. According to Manfred's report, "...the boundary between project management and change management becomes blurred. More and more PMI chapter events in Germany aim at change management topics as this discipline appears to be the logical next step for project management and its components. The Project Manager – or as I wrote in the April news, the Swiss Army Knife Change Leader needs to train his skills in project management topics as well as change management discipline." Read this report for the latest PM news from Germany.

**Ed Naughton** in Dublin has provided an update on an annual survey of project managers in Ireland in his report entitled "*Institute of Project Management of Ireland publishes their 2008 Survey of Project Management Practitioners in Ireland.*" According to Ed's report, "...the Institute and UCC each year conduct a joint survey of some 200 practitioners across three geographic regions – Cork, Dublin and Galway. The results provide us with insights into the present state of the field, identify possible future

developments while at the same time providing guidance to practitioners and organisations." Read his report for more on PM in Ireland this month.

In Project Management News from Nigeria, **O. Chima Okereke**, PhD, has provided an interesting report with the subtitle of "*Project Management Failures due to Underdeveloped Project Management Practice.*" According to Chima's report, "Our observation is that project management in Nigeria, especially as practised in the public sector, is underdeveloped. There is a palpable absence of the practice of modern structured project management. We shall underline this assertion as we examine two failing projects, starting with the NIPP." Please read this frank and honest assessment of project management in Nigeria.

**José Carlos Machicao**, PMP, our correspondent in Lima, Peru, has provided a report on "*Prizes and Prices in Peru.*" According to José, "Peru is still a difficult and complex project. The effort that Peruvians made on past decades is having results now, but this achievement is under risk because of the lack of sustainability management. Creativity is keeping the pace positive in a very complex period in the global situation thanks to the wisdom and entrepreneurship of the rural communities." This is an interesting discussion of country ratings, risk indices, projects and opportunities in a major South American country. José's report is provided in both Spanish and English languages.

**Alfonso Bucero** in Madrid has provided an update on PM professional activity in Spain. According to Alfonso, the PMI Madrid Chapter is experiencing a resurgence, with membership up this year by 20%. They will celebrate with a major PM conference on May 12. (please see his report for information). Alfonso's report also includes an article about project management in the Spanish property development industry, an important sector that has been growing rapidly for several years. Alfonso's report is also provided in both Spanish and English.

**Ahmet Taspinar** in Turkey has provided a report on the recently completed DYNAMICS 2008 Project Management Conference held in Istanbul in April. With important support and participation from several major Turkish organizations, this annual PM conference is indeed gaining momentum. Ahmet also relates as to how he was surprised to be nominated president of the Istanbul Project Management Society (IPYD) at the conclusion of the conference. Read his report and join me in congratulating Ahmet for his distinguished new position in the Turkish PM society.

**Quang Ton**, our International Correspondent in Houston, Texas, USA has provided a very interesting report entitled "Project Landscape: A Collaboration Project and an Example of Right-Brain Project Management!" Quang describes "a project initiated by the Tulsa, Oklahoma Chapter of the Project Management Institute (PMI) to facilitate the collaboration between the PMI's Region 6 Chapters in delivering monthly publications with high quality contents and graphics." Now including the participation of PMI chapters in Austin and Houston, Texas, this initiative has taken flight in this region of the USA. Read his report for an interesting update.

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 **Quang Ton** in Houston, Texas as the newest International Correspondent for PMForum and *PM World Today*. **Quang Ton**, CABM, CISM, PMP, is also the Service Manager for Schlumberger Oilfield Services, one of the world's leading oilfield services providers for oil and gas companies around the world. Quang holds a Masters degree in Computer Engineering from the Université de Technologie de Compiègne (UTC) and a Bachelor degree in Electrical Engineering from the Institut Universitaire de Technologie de Créteil (IUT), both in France. He also holds several credentials such as Certified Associate Business Manager (CABM), Project Management Professional (PMP), Certified Information Security Manager (CISM) and Foundation Level in Information Technology Infrastructure Library (ITIL). More information about Quang can be found at <http://www.pmforum.org/pm%20forum%20team/index.htm#5>. Please see the article about Quang Ton in the PM Community News section of this edition.

We also want to congratulate **Theofanis Giotis** in Greece who joined the PM Ambassadors™ Speakers Bureau this month. Theofanis Giotis is co-founder, owner and CEO of ITEC Training SA & ITEC Solutions SA, founded in 1988 and based in Athens, Greece. He is a co-founder & the current president of the Greece Chapter of the Project Management Institute (PMI®). Theofanis has over 20 years of professional experience in Project and Program Management, Information Technology, Economics, Operational Research and Management. Theofanis holds a BA in Economics from Athens University, Greece and an MSc in Management (O.R.) from Lancaster University, UK. He also holds a Computer Programming/Systems Analysis degree from ACE College, Athens. He was certified as PMP® in 2003 and graduated from the PMI® Leadership Institute Masters Class in 2007. Theofanis also serves as International Correspondent for PMForum in Greece. Since 2001, Theofanis has taught more than 55 Project Management and PMP® preparations courses with more than 633 attendees. As of July 2007, he has trained over 35% of all Greek PMPs. Please see the article about Theofanis in the PM Community News section of this edition.

We want to welcome a new sponsor, **TPG The Project Group** in Germany this month, and thank our continuing sponsors that include the **ESC Lille, IPMA, Journyx, Keller Graduate School of Management, The APM Group, The Graduate Program in Project Management at the University of Texas at Dallas, Threon 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 that is emailed to thousands worldwide, and on the *PM World Today* home page at [www.peworldtoday.net](http://www.peworldtoday.net). If your organization is interested in sponsoring *PM World Today* please contact [editor@pmforum.org](mailto:editor@pmforum.org).

Thank you for your subscription, and for reading the articles submitted by our authors and correspondents. We are excited about the future of this online publication and the world of project management. Please send this to a friend or colleague. Free subscriptions are available at <http://www.pmworldtoday.net/>.

Good luck with your projects!

David L. Pells  
Managing Editor



*David L. Pells  
Managing Editor  
PM World Today  
PMForum, Inc.*



**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)