

## PM WORLD TODAY – JUNE 2008

### Editor's Perspective on the Current Issue

*By David L. Pells, Managing Editor*

Welcome to the June 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 edition contains project management news articles, papers and stories from around the world of professional PM. As the reach and reputation of this publication continues to grow, we continue to seek new authors and new ideas to share with others who want to advance and grow their careers and organizations. If you have something to share, please consider sending us an article or story for publication.

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

This month's **Editorial** is entitled "*Seven Good Reasons for the Growth of Project Management in IT, and why that Trend will Continue.*" For the past ten years, the growth of PM in the IT world has been a spectacular phenomenon. For some in the PM profession, it has seemed a mystery. Has it been based on natural market pressures or some other reasons? In this article, I suggest seven major reasons why project management has become so prevalent, and so important, in the IT sector. If you agree or disagree, please let me know.

Two **Letters to the Editor** are included this month. **Fred Baker**, well known PMI leader in North Carolina, has responded to last month's article by Lee Lambert. According to Fred, "I have known Lee for a number of years, and have always respected him...On this occasion however, I am wondering if his informal survey analysis is perhaps missing some components." **Russ Archibald**, PM pioneer and PMForum Global Advisor in Mexico, has provided a warm and supportive letter on the subject of my May Editorial on "Future Energy". Russ says, "This extremely informative editorial ... should be read by all who are concerned with the future of our planet and our civilization." I want to thank these individuals for their interesting feedback this month.

Three **Viewpoints** articles are included this month. **Rebecca Winston**, JD, PMI Fellow in Idaho, USA, has contributed another article on mentoring, entitled "*Are We Failing the Next Generation and Ourselves?*" According to Becky, "we cannot

afford to hold our knowledge as power to share the nuggets of knowledge only when there is a paper to be written or a contract to be won. We must invest in the next generations who will manage the renewable energy programs, send the spacecraft to the other galaxies to explore, and build the next communication hi-ways..." Please read her entire article to see what motivated this important article.

**Getachew Teklemariam Alemu** in Addis Ababa, Ethiopia has contributed another interesting Viewpoints article entitled "*Infrastructure Project Management: What can we learn from the Chinese? Part 2*" This is a continuation of his May 2008 article. According to Getachew, "Last month I tried to put four lessons that we, project professionals, especially project managers, could learn from the Chinese infrastructure sector... I will add four more points that I think are, mostly, being given less recognition." Getachew writes from an interesting and relevant perspective, as he is involved in assessing and planning infrastructure projects in his country.

**Dennis Stauffer**, president of Insight Fusion, an idea lab and consultancy in the USA, has provided an article entitled "*The Other Key Question!*" According to Dennis, "When you launch a new project, are you asking the wrong questions?...Another question that is just as important but gets asked relatively rarely is, "What do we not know?" ... about the customer, the technology, the target market, the ultimate user, or any of a myriad of other relevant issues...along with, "And how can we find out?" What do you think? Please let us know in an email to [editor@pmforum.org](mailto:editor@pmforum.org).

This month we are excited to provide a **Featured Interview** with **Richard Pharro**, CEO of The APM Group in the UK, the accreditation body for the UK Office of Government Commerce's (OGC's) Best Practice Portfolio, which includes PRINCE2™, ITIL® and MSP™. Richard answers a series of questions about PRINCE2, MSP, The APM Group and his own background, providing very interesting information about these increasingly popular project and program management process standards that now seem to be competing seriously with PMI's PMBOK Guide and PMP certification.

**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, China, India and the USA.

**Robert Prieto**, senior vice president for Fluor Corporation in the USA, has provided another major paper entitled "*Public Private Partnerships: The New Infrastructure Mega-Projects – A Contractor/Developer's How-To Guide.*" According to Bob, "The funding and delivery of US Infrastructure projects using Public Private Partnerships (PPP) is an increasingly attractive tool in the United States. Legislative changes ... provided the States with new and improved tools to foster development. In turn this has created new opportunities for contractors and developers to participate in

the design, build, finance, and operation of tomorrow's transportation infrastructure. The PPP process is not "business as usual" for either the public sector or the traditional service providers that have served the industry over the years..." 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.

Professor **Hubert Vaughan** in Beijing, China, has provided a paper entitled "*Where to look when Requirements do not Exist in today's Software projects.*" According to Hubert, "Anyone managing software development projects will agree it is extremely difficult to identify "Requirements" that enable us to define "specifications" of the solution today, thus causing continuous changes during our development cycle, delaying project delivery and resulting cost over-run... we are confident that Project Components Decomposition Method will enable us to identify project scope that allow us to manage software development projects in a professional way." Please read about this new methodology and send us a comment.

**TD Jainendrakumar** in India has provided another paper entitled "*IT - Project and Program Management-Best Practices (An overview of project life cycle phases & PM process groups).*" According to TD, "This article aims to distinguish between the project/program life cycle phases and the project/program management process groups (PMBOK) with reference to the IT project/program management and ... describes the best practices (that) can be adopted in IT project/program management..." Mr. Jainendrakumar tries to clarify some basic elements of PMI's Guide to the PMBOK for "newcomers" to project management. Please let us know if you think he has succeeded.

**Aleksandr Tarabykin**, a project manager raised and educated in Russia but now living in the USA, has provided a very interesting paper entitled "*Extreme Programming for Better Results on Software Development Projects.*" According to Aleks, "Extreme Programming (XP) is a structured agile approach to software engineering prescribing a set of daily practices. It emphasizes the importance of communication with the customer, communication between team members, and development of automated testing plans over formal documentation. XP is based on principles of rapid feedback, preferring simplicity (and rejection of planning for the future, scalability and reusability in advance), incremental changes and embracing the change in the requirements..." This is another good contribution in support of the Agile school of project management, now growing in popularity and strength in the IT field.

**Mark Kozak-Holland** in Canada, frequent and popular contributor to *PM World Today*, is back with part 22 in his series on "*Winston Churchill, the Agile Project Manager.*" Mark uses "Lessons from History" to teach modern PM. His paper this month is entitled "*Historical events of June and July 1940.*" According to Mark, "...this article enters the final phase of the series that examines the historical sequence of events between June and October 1940. This analysis will reflect on

the effectiveness of Churchill's solution and how well it was utilized." This is another fascinating look back in history with lessons still to be learned! Read the article, learn and be entertained again this month!

One **Case Study** is provided this month. **Debra Lavell** and **Russell Martinelli** at Intel in Oregon, USA have provided the fourth 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 is entitled " *Program and Project Retrospectives in a Global Workplace.*" According to Debra and Russ, "As in many companies today, our program and project teams at Intel have become highly distributed across the United States, as well as the world, due to the globalization of our business and workforce... we have learned a few tricks along the way that we pass along in this paper in the form of tips to conducting a successful virtual retrospective." This is more useful information for those interested in the Retrospectives approach to sharing lessons learned for organizational PM development and growth.

One short **Personal Story** was contributed this month by **Gary Lester** in the UK, entitled "*Lessons Learned Log.*" Gary shares an episode in his career where a management change created insurmountable road blocks to effective PM. While there were good lessons learned in retrospect, the only real personal solution was for him to leave the company. I think many readers will empathize with Gary's experience. If you have a story to tell, good or bad, about your projects or PM career, please send it to [editor@pmforum.org](mailto:editor@pmforum.org) for publication in PM World Today.

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

**Alfonso Bucero**, PM Consultant and PMI Leader in Madrid, Spain, has provided a good article on an important topic entitled "*How To Improve Project Sponsorship.*" According to Alfonso, "Many organizations do not spend enough time training executive sponsors and explaining their expected role and responsibilities in the project and towards project management... A good sponsor adds value to the project and plays different roles during the project life cycle: mentor, catalyst, motivator, barrier buster, boundary manager. He or she must link the project manager with upper management. " This article should be useful for anyone who needs to get the attention and support of senior management for his or her projects. Alfonso is also an International Correspondent for PMForum and *PM World Today* in Spain. His article is provided in both English and Spanish languages.

**Randy Miller**, Technical Services Manager at Journyx in Austin, Texas, has provided an interesting article entitled "*The Technical Support Project: How to Create a Winning Team – Part 1!*" According to Randy, "I have been manager of

technical support at ... Journyx for seven years, and as such, I can say that creating a winning team was one of the most significant projects I have ever had to complete... in retrospect, I see things that should have been done sooner as well as things that shouldn't have been done at all." Read Randy's article and learn from his experiences and suggestions.

**Michelle LaBrosse**, the talented CEO of Cheetah Learning, has provided another article entitled "*Business in a Knapsack: Can you run your project when you are on the run?*." According to Michelle, "Whether you're running a business or you're running a project when you're on the go, don't mistake mobility for absence. When you're not there in person, you need to be more effective at being there virtually." She goes on to offer "six keys to clear communication in a virtual world." 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 fourth PM Tips Article this month is provided by **Avneet Mathur**, Chief Technology Officer for Zaratec, Inc. in the USA. His article is entitled "*Risk Management: Need it or Want it?*." According to Avneet, "Not to be confused with issue management, which addresses those factors that are already causing impacts, risk management is about identifying potential risks and mitigating or managing them... Risk management is definitely a "need it" for any project or else the project manager can be compared to ostrich burrowing its head in the sand and hoping for the best." This is another short primer on project risk management for those getting started or who need some reminders.

Two **Book Reviews** are included this month. **Susan Hewitt** in Canada has provided a review of "*Managing Politics and Conflicts in Projects*", a book authored by **Brian Irwin** and published in 2008 in English in the USA by Management Concepts. **Charles Rockson** in Ghana has provided a review of "*Construction Extension to the PMBOK Guide, 3<sup>rd</sup> Edition*" published by the Project Management Institute (PMI) in 2008. Susan is an alumni of, and Charles is currently enrolled in, 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 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 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. 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. Eight reports are included this month from correspondents in Argentina, India, Ireland, Nigeria, Romania, Spain, Turkey, and the UK.

**Ana Maria Rodriguez** in Rosario has provided a report on "*Project Management in Argentina.*" Ana Maria reports on activities and news about the PMI Buenos Aires Chapter, the new PMI Mendoza Branch, startup committees in Cordoba and Rosario, the PMI Global Congress Latin America to be held in Sao Paulo in August, and the startup of ERA Project Management, a new Rosario-based PM consultancy. Of particular note is her report on the visit to Rosario of Mr. Victor Villar, PMI Regional Mentor for southern Latin America. Her report is provided in both English and Spanish languages.

**Raju Rao** in Chennai, India has provided a report entitled "*Infrastructure and Technology – areas of focus in India.*" Raju briefly describes the Turkmenistan-Afghanistan-Pakistan-India (**TAPI**) gas pipeline consortium, which India has recently joined, and the shopping mall construction trend across the country this year. On the technology side, Raju's report discusses the recent appointment of the first woman as head of a major Indian missile program, and the eChoupal project, which takes electronic access and services to farmers and rural villages around the country. Please read his report for an interesting reflection of the wide range of project types and conditions in India today.

**Ed Naughton** in Dublin has provided an update for project managers in Ireland in his report entitled "*Challenges and Opportunities facing Project Management in Ireland.*" According to Ed's report, "The Celtic Tiger is now more of a Cub, driven primarily by a dramatic slowdown in construction that is impacting the entire economy. There are, however, still a number of sectors offering potential for project management growth in the immediate future." Read his report for more on PM in Ireland this month.

**O. Chima Okereke**, PhD, has provided an interesting report from Port Harcourt, Nigeria on "*Current Events Affecting Projects & Project Management in Nigeria.*" His report is subtitled "*Failure to Plan is the Bane of Sustainable Economic Development in Nigeria.*" According to Chima's report, "One of the areas that the government is accused of slowness is the troubled power sector... It is only by putting in place plans to ensure the maintainability of power equipment and plants that the sustainability of the attained generation capacity can be guaranteed." Please read this personal assessment of project management conditions in Nigeria.

**Florin Gheorghiu** in Bucharest, Romania has teamed up with co-author **Alina Bargaoanu**, PhD, Associate Professor at the National University for Technical and Administrative Studies, with a report entitled "*A Critical Survey into Today's Perception of the PM Profession in Romania.*" Drawing on Professor Bargaoanu's

recent research activities, they provide a current report on PM professional activities, needs and challenges in Romania. Please read this interesting update from one of the most dynamic capitals in Eastern Europe.

**Alfonso Bucero** in Madrid has provided an update on project management in Spain, in two sections subtitled "*State Subsidized Housing (VPP) bet for Project Management in Spain*" and "*Spanish Participation in PMI EMEA 2008 Congress in Malta.*" According to Alfonso, "Project management services have spread out its scope to Housing state projects (VPP) ... (and) Spanish organizations are more and more aware of the value of sending their professionals to International project management Congresses, and how big is the return of investment for the project professional and for the organization..." This is a two-part interesting report, also provided in both Spanish and English.

**Ahmet Taspinar** in Turkey has provided a report on project management in Turkey, from his perspective as the newly elected president of the Istanbul Project Management Society (IPYD). He reports on the recent IPYD elections, providing a list of new officers and responsibilities, challenges facing IPYD in coming months, and plans for next year's DYNAMICS 2009 PM Conference in Istanbul. Of particular note is the discussion of three new PM interest groups related to IT, Construction and Real Estate Development, and Risk Management that have started planning their first events. Please see Ahmet's report for more information.

**Miles Shepherd**, our Global Advisor and International Correspondent based near London has provided a "*UK Project Management Roundup!*" In the first part, subtitled "*End of the Iron Triangle?*", Miles discusses a failed IT project now entering litigation in Her Majesty's Courts – the case of Centrica vs. Accenture. In section two, Miles briefly discusses "*The Conference Scene in Europe*", describing three major PM events in Slovenia, Poland and Rome. Please read Miles brief report for the British perspective.

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 three new correspondents this month. **Bob Owen**, PhD, has signed on in Birmingham, UK to provide periodic PM news and reports for PMForum and *PM World Today* from that historic region in Central England. Bob is a Senior Research Fellow in the Salford Centre for Research & Innovation, the UK's most prestigious research institute for the Built Environment at the University of Salford in Birmingham. A former pilot and intelligence officer in the Royal Air Force, Bob's research is focused on the implementation of lean and agile PM in non-traditional

sectors. He is on the Northwest Committee of the Association for Project Management (APM) as Higher Education Institute's Representative, and on the national KD2 – Knowledge, Development and Dissemination working group.

**Martina Huemann**, PhD, was named an International Correspondent in Vienna, Austria on May 15. Dr. Huemann is a member of the faculty of the PROJEKTMANAGEMENT GROUP at the Vienna University of Economics and Business Administration, founded in 1898 and one of Europe's top 50 business schools. She is also an adjunct professor for project management at Ecole Supérieure de Commerce de Lille (ESC Lille) in France. Martina is actively engaged in research and writing on the topics of human resources management in project-oriented companies; project and program auditing; and maturity of project-oriented companies, industries and nations. She is a board member of PM Austria, a member of the IPMA Research & Development Management Board, and the director of the IPMA Research Awards Program for 2008.

**Peter Berndt de Souza Mello** was named an International Correspondent for PMForum and *PM World Today* in Ribeirão Preto, Brazil on May 24, 2008. A leading program, project and portfolio management consultant in Brazil, Peter is also the Chief Information Officer and a Senior Consultant for X25 Treinamento e Consultoria, based on Brasilia. With an interesting 15+ year career in technology organizations in Brazil and Paraguay, Peter is actively engaged in the PM profession in Brazil, presenting papers and presentations at various PMI chapters around the country and in North America. He has a BS degree in International Relations from the University of Brasilia. Ribeirão Preto is at the heart of Brazil's ethanol energy producing industry.

Please see the articles about Bob, Martina and Peter in the PM Community News section of this edition.

We want to also welcome **Professor Rodney J. Turner**, who became an International Editorial Advisor for PMForum and *PM World Today* in May. Professor Turner is Professor of Project Management at the Kemmy Business School at the University of Limerick in Ireland, and in the Graduate School of Management at the Ecole Supérieure de Commerce de Lille (ESC Lille) in France. Professor Turner is one of the most widely published and best known academic leaders in the PM field. As a former Chairman of both the Association for Project Management (APM) in the UK and the International Project Management Association (IPMA), he is also a well known and respected leader in the PM professional world. His research results have recently been published by PMI, of which he has been a member for two decades. His PM textbooks have been published in the UK and USA, and translated into several languages. His articles appear frequently in journals worldwide, including Brazil, China and Russia; he is the managing editor for the International Journal of Project Management. For more information, see the news article announcing his participation in the PM Community section of this edition.

We also want to congratulate Alan Harpham and Tom Taylor in the UK who joined the **PM Ambassadors™ Speakers Bureau** this month. **Alan Harpham** is Chairman of The APM Group and a Fellow of the Association for Project Management in the UK. With over 40 years of projects experience, Alan is a well known project management expert and executive; he speaks at events throughout the UK and Europe. Alan is also chairman of the Workplace Ministry Hertfordshire and Bedfordshire and a board member of the International Spirit at Work Awards program, and Chair of Cranfield University's Science & Engineering Ethics Committee. **Tom Taylor** is former Chairman and a Fellow of APM. With over 30 years of front line PM experience, Tom is a well known and popular PM expert and speaker in the UK. A creative and entertaining speaker and writer, Tom is an active advocate for the involvement of project managers in sustainability, the environment and green issues. He is an occasional lecturer at the Bartlett School of Architecture in London and Bath, England. He was the founder of Buro Four, an eminent UK project management company in 1985 and its chairman for 15 years. Please see the articles about Alan and Tom in the PM Community section of this edition as well.

We want to thank our continuing sponsors that include the **ESC Lille, IPMA, Journyx, Keller Graduate School of Management, PM Guru, The APM Group, The Graduate Program in Project Management at the University of Texas at Dallas, Threon 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 that is emailed to thousands worldwide, 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)