

PM WORLD TODAY – JULY 2008

Editor's Perspective on the Current Issue

By David L. Pells, Managing Editor

Welcome to the July 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 "*Frontiers for Project Management: Earth Sciences, Monitoring the Planet & Climate Control.*" Over the last decade, climate change, global warming, severe weather and natural disasters have focused global attention on the need to better understand the Earth, mankind's impact on the planet, and future options for improving both forecasting technologies as well as outcomes. Many scientific projects and programs have been launched in the last few years to study climate change, changes in the polar ice caps, changes in the ocean and ocean currents, weather patterns, the ozone, and other topics. At the same time, earthquakes, hurricanes, floods, tornadoes, tsunamis, fires and other several weather causing huge natural disasters have focused attention on climatology, meteorology, oceanography, seismology and other "earth sciences". This month I discuss these growing and increasingly important fields and some implications for project management.

Three **Letters to the Editor** are included this month. **Jed Simms** in Australia has responded to last month's editorial with a question and some comments. According to Jed, "My question is, with all of these challenges and changes will we ever transcend 'project delivery' to get to 'value delivery'? We commission projects to get benefits, but then ignore these benefits throughout the project delivery process." **Bob Youker**, World Bank (ret) in Washington, DC, writes "Mr. Baker's letter to editor illustrates a very common error in the use of Project Management Tools". **Scot Phelps** from Southern Connecticut State University in the USA writes on the subject of emergency PM, "I wanted to give you some follow up to our previous

discussion of crossover between project management and emergency management." I want to thank these individuals for their interesting feedback this month. Please see their comments, then send us your own thoughts or reaction to one of this month's articles.

Three **Viewpoints** articles are included this month. **José Moro Melón** in Spain has contributed an article entitled "*A New Challenge: the Project Management Divide!*" According to José, "On one side we have companies that are interested in Project Management and are implementing its processes and, on the other side, those that do not even know about it. There are still many companies and organizations that are not even aware of the improvements they can make with Project Management; they are completely unaware of Project Management. This reality is creating an inequality in the business world 'the Project Management Divide'". His paper is provided in both English and Spanish. Please read his article for some interesting perspective on this global issue.

Getachew Teklemariam Alemu in Addis Ababa, Ethiopia has contributed another interesting Viewpoints article entitled "Multi Criteria Project Evaluation and Prosperous Africa." According to Getachew, "Development is a multi-faceted agenda where an intricate web of relationships exist between the economic, social, cultural and environmental elements demanding a thoughtful synchronization to its realization." Getachew discusses the Multi Criteria Project Evaluation (MCPE) approach to project evaluation and selection that is supposedly used on development projects in Africa, and concludes "...MCPE is a necessity, not a luxury, for prosperous Africa."

Kevin Archbold, PMI leader in Tucson, Arizona, has provided an interesting article entitled "*Fence project failed to corral project stakeholders!*" According to Kevin, "In the USA, immigration has long been a hot button issue in political circles.... One of the more visible elements of current policy has been the ongoing construction of a fence along a long stretch of the US-Mexico border... We recently learned that the US federal government will scrap the \$20 million prototype virtual fence... I'm sure many technical lessons have been learned in the short time the fence has been operational, the three most basic and glaring lessons learned would seem to be points that could have been learned by the SBI program office in a Project Management 101 class, long before the project began..." Please see his entire article for an interesting and entertaining critique of a governmental program.

The **Featured Interview** this month is with **Luigi Iperiti**, Chairman of the XXII IPMA World Congress to be held in Rome, Italy during 9-11 November 2008. Mr. Iperiti is also Vice President and Member of the Board of Techint Compagnia Tecnica Internazionale, an engineering and construction company based in Milan, Italy. Techint is part of a Group that comprises more than 100 companies operating worldwide with a workforce of 60.000 professionals and skilled workers. In response to a series of questions, Luigi reflects on his role as chair of the upcoming

world congress in Rome, the work and people involved, and why it will be important for Italian and European companies to participate.

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 Austria, Canada, France, Greece, Turkey, the UK, and the USA.

Robert Prieto, senior vice president for Fluor Corporation in the USA, has provided another major paper entitled "*Personal Perspective: Program Management and Events of Scale.*" According to Bob, "Since early 2001, I have observed the impact of a series of high-profile events of scale... Much has been written about individual events, the failures and successes in being prepared, the lessons learned in the immediate aftermath and the challenges during recovery... This paper looks more broadly, focusing on programmatic features common in our preparation and planning to resist, respond and recover from these events..." We think this is another important addition to the PM literature, especially for those involved in planning or responding to emergencies and disasters – the "events of scale" that Bob discusses in his paper. We encourage all to read it.

Mark Kozak-Holland in Canada, frequent and popular contributor to *PM World Today*, is back with part 23 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 August 1940.*" According to Mark, "...This article examines August 1940 for the utilization and the effectiveness of Churchill's solution. It tries to answer the most difficult question of any project namely did it meet the project requirements and reach its goals? Did it assist in a critical situation and help the organization react to it? Did the solution (output) achieve what it was designed to do?" This is another fascinating look back in history with lessons still to be learned! Read the article, learn and be entertained again this month!

Gilles Caupin, former president and chair of both the French Association of Project Management (AFITEP) and the International Project Management Association (IPMA), is the author of "*Certification of Competencies in the Mediterranean Region.*" This paper was a keynote paper presented at the PM-04: 4th SCPM & 1st IPMA/MedNet Project Management Conference in the Mediterranean, 29-31 May 2008, Chios Island, Greece. As a Media Partner for that event, PMForum offered to republish selected papers in *PM World Today*. Gilles' paper was selected as a featured paper due to the importance of the subject in today's project management profession.

A second paper from the Chios conference included this month is "*Requirements for assessing the managerial capability of organizations implementing projects of public interest – the Greek Standard ELOT-1429*" by professors **Panos Fitsilis**,

Konstantinos Kirytopoulos, Vrassidas Leopoulos, John-Paris Pantouvakis, and Ioannis Saridakis in Greece. This team represents the Hellenic Organization for Standardization (ELOT) Specialist Group 1 for the development of the Greek PM Standard for Quality Assurance of NSDP projects of the period 2007-2013. According to the authors, "...it has been decided by the Ministry of Economy and Finance (ministerial decision published in Hellenic Official Journal part B 55/18.1.2008) to develop a new standard, named "ELOT-1429", that will define the requirements and capabilities needed by organisations implementing projects of public interest. Moreover, Law 3614/2007 – Article 22 states that organisations wishing to implement projects funded by the Community Support Framework will have to comply with this standard." This paper will familiarize readers with this new standard and set of requirements for public projects in Greece.

A third paper from the Chios conference included this month is "*Enhancing Vocational Language Skills and Working Culture Awareness of European Construction Professionals*" by **Emellaptali Oral**, PhD, **Mustafa Oral**, PhD, **Arzu Kiliç**, **Gülgün Mistikoğlu**, PhD, **Ercan Erdis**, PhD, and **Osman M¹st¹koğlu** in Turkey; **Pamela Mary Rogerson-Revell**, PhD in the UK; **John-Paris Pantouvakis**, PhD in Greece; and **Martin Maier** in Austria. The authors comprise the EVLAC project team. According to the authors, "The inability to operate effectively in markets with different working cultures/ practices and languages has been an important barrier to the mobility of construction industry professionals. There has been an increasing necessity to improve communication skills of construction professionals by vocational and professional training programmes which enhance the linguistic and cultural knowledge of the graduates and/or professionals. The outcomes of LANCAM project (Languages for Contract Administration and Management in Construction) fulfilled these requirements for teaching and learning in English, German and Spanish with the construction related content. The aim of the current project (EVLAC) has been to adopt the methodology and the results of LANCAM project to Turkish, Austrian, Greek and English cases."

One **Student Paper** is included in this edition, by **Barry Rodgers**, a graduate of the University of Dublin (Trinity College) in Ireland and currently a student of project management at the ESC Lille Graduate School of Business in Lille France. His paper, entitled "*Selling a PMO to Management as a Centralised Repository of Project Expertise*", was recently awarded 1st prize in the International Student Papers competition at Happy Projects '08, the annual international project management conference in Vienna, Austria during 29-30 May 2008. The conference was organized by ROLAND GAREAIS CONSULTING and PROJEKTMANAGEMENT GROUP at the Vienna University of Economics and Business Administration. The paper is reprinted here, with permission, as additional recognition for Barry's efforts and because it is an excellent paper.

One **Case Study** is provided this month. Entitled, "*Transforming an Organization by Using a New Project Management Approach*", the paper is by graduate researchers **Jacob Kashiwagi** and **Marie Sullivan**, and professors **Kenneth T. Sullivan, PhD** and **Dean Kashiwagi, PhD** at Arizona State University in the USA. This paper was originally presented at the PM-04: 4th SCPM & 1st IPMA/MedNet Project Management Conference in the Mediterranean, 29-31 May 2008, Chios Island, Greece, for which PMForum acted as a Media Partner. It is reprinted here with permission. Since good case studies are hard to find, we offered to republish this paper here in order to provide additional recognition to the authors and to disseminate it as widely as possible.

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 advisory papers are included this month.

Melvyn Lee, an IT project manager and technical manager in Malaysia, has provided a good article entitled "*Making Lessons Learned a Worthwhile Investment.*" According to Melvyn, "We are all familiar with the adage "those who don't plan are planning to fail". There is another one that is cast into the same mold, "Those who don't learn from their past will be bound to repeat it somewhere in the future..." This article makes some important points and suggests some way to reduce risks on future projects by learning from projects recently completed.

Randy Miller, Technical Services Manager at Journyx in Austin, Texas, has provided a follow-on article to his paper last month, this one entitled "*The Technical Support Project: How to Create a Winning Team – Part 2!*" According to Randy, "Staffing is the most critical part of creating a winning technical support team. If you make mistakes with the steps discussed in my first article but excel at hiring and managing your people, you will succeed in the end. If, however, you do well with the mechanics and make mistakes with staffing, you will certainly fail. " Read Randy's article and let us know what you think of his suggestions.

Michelle LaBrosse, the talented CEO of Cheetah Learning, has provided another article entitled "*Summertime! Think, Dream & Do!*" According to Michelle, "...as you plan for your summer vacation this year, pack more than your favorite book. Save a little space for thinking, dreaming and doing the things you love. Here are my eight tips for making your own magic in any season..." She goes on to offer some suggestions for recharging your batteries and dreams at the same time. 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.

Professor Thomas Clark, PhD, co-founder and former Executive Vice President of Project Success Inc. (PSI), an Atlanta, USA-based project management training and consulting services company, has provided an article entitled "*The Project*

Management Office." According to Tom, "Most companies today face the necessity of executing a continuing stream of strategic and highly complex projects... Any given company may have dozens of such projects underway at all times, and success on each project is essential to achieving and maintaining competitiveness... To support their project managers and to increase their probability of success, many companies have begun to create and staff a "project management office" (or "PMO"). The purpose of this paper is to explain the general concept, purposes, specific responsibilities, and requirements associated with an effective project management office."

Glen Koller, PhD, author and expert advisor based in Tulsa, Oklahoma, USA, has provided an article entitled "*Risk in Projects: It's About Changing Behaviors!*" According to Glen, "After many years in the academic, government, and corporate arenas – and even in spite of my 20-some-odd years of research experience – I have come to realize that implementation of practical, relevant, and effective risk-assessment/risk-management (RA/RM) practices is not mainly about new technologies etc. – it is primarily about changing behaviors. Changing behaviors, in turn, is mainly dependent on the reward system." This is the first article in a series by Dr. Koller on project risk management, to be published in coming editions of PM World Today. Please let us know if Glen is hitting the mark.

Bob McGannon, PMP, founder and principal of MINDAVATION, a company providing project management training, consulting, keynotes & coaching services throughout North America, Europe, the Middle East and Australia, has contributed an article entitled "*Avoiding the Top Five Traps of Technical Project Management*". According to Bob, "Managing technology projects can be one of the most challenging arenas of project management. Ironically, it is rarely the technology itself that presents obstacles for the technical project manager. Being mindful of the most common traps that await the unsuspecting project manager can help ensure your technical projects don't end up as financial disasters..." Now these are definitely good ideas!

Three **Book Reviews** are included this month. **Nina & Philip Felt** in Texas have provided a review of "*Human Resource Management in the Project-Oriented Organization*", a book by **J. Rodney Turner**, DPhil, **Martina Huemann**, PhD, and **Anne Keegan**, PhD and published in 2008 in English in the USA by PMI. **Karen Jefferson** has provided a review of "*Cheetah Project Management: The Fastest Way To Reach Your Goals*" by Michelle LaBrosse and published by MAKLAF Press LLC in 2008. **Donald Gubbins**, PMP, has provided a review of "*Cheetah Negotiations: How to Get What You Want, Fast*" by **Michelle LaBrosse**, PMP and **Linda Lansky**, PMP and published by Maklaf Press LLC in 2005. Nina Felt, PHR is an Human Resources professional in Dallas. Philip Felt and Karen Jefferson are alumni of, and Donald Gubbins 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.

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. Eleven reports are included this month from correspondents in Australia, Brazil, Ethiopia, Germany, Ireland, Norway, South Africa, Spain, Turkey, the UK, and the USA (Houston).

Brenda Treasure in Melbourne, Australia has provided a report on a recent PMI Melbourne Chapter event entitled "GoGirl-Go for IT" and about the upcoming 5th Annual Project Management Australia (PMOZ) Conference to be held in Melbourne. PMOZ, incorporating the PMI Australia National Conference, is subtitled "Delivering benefits in an increasingly complex world through effective Portfolio, Program and Project Management", will be held during 18-20 August 2008. According to Brenda, "One of the highlights of this year's Conference will be a panel session 'Standards Forum' with key PMI members who were personally involved with the re-write of the PMI standards that will be released later this year at PMI Congress in Denver, Colorado.

Peter Mello in Ribeirão Preto, Sao Paulo State, has provided a brief update on PM Profession, Education and Events in Brazil in his "*Project Management Update from Brazil*." According to Peter, "Project Management is getting more public attention these past months than ever in Brazil... Classroom training is also booming. Recently in a discussion list I was told that there are over 80 extension courses and MBAs in Project Management at the market... PMI Global 2008 for South America will be held in Sao Paulo..." Catch the Brazilian news; read Peter's report.

Getachew Teklemariam Alemu in Addis Ababa has provided an interesting report from Ethiopia entitled "SMILE ETHIOPIA!" According to Getachew, "Here is a preview of project related activities that I have gone through in the past month...Don't you think that my wake-up status is better than the hibernation that I had been in for a long time? If yes, I do agree with you. I will continue to update you with project related activities in Ethiopia with another *Smile Ethiopia* edition."

Getachew really provides an interesting and entertaining review of some major Ethiopian projects.

Manfred Rieck in Wiesbaden has provided an update on Project Management in Germany this month, providing news from PMI chapter activities in Berlin, Cologne, Frankfurt, Hamburg, and Munich. He also covers the recent GPM (German Project Management Association) meeting in Berlin to celebrate the Roland Gutsch Project Management Award 2008. But according to Manfred, "It is midyear 2008, we are celebrating the European Soccer Championship and some areas in Germany are starting already their vacation, which is nice for them and nice for the one's left home because the autobahn is not blocked." Manfred also provides a reminder of Project Managers as "swiss army knife" with a review of an interesting project.

Ed Naughton in Dublin has provided an update for project managers in Ireland in his report entitled "*Celtic Tiger in poor shape!*" According to Ed's report, "Ireland will experience a recession for the first time since 1983. A contraction in the economy in 2008, with both GNP and GDP falling by 0.4 per cent in real terms is forecast... The dramatic slowdown in the economy will have many implications including a greater demand for talented project managers to deliver key results in turbulent and demanding times.." Read his report for more on conditions for PM in Ireland this month.

O. Chima Okereke, PhD, international correspondent in Port Harcourt has provided another report on "Current Events Affecting Projects & Project Management in Nigeria." According to Chima, lack of power continues to plague Nigeria. As Chima reports, the "Power Sector Remains Priority to Meet National Government's 2020 Vision." Chima reflects back on his own experience as a power engineer and how poor maintenance and the lack of spare parts have doomed previous Nigerian power stations, suggesting that more attention on these issues during the planning and budgeting phases should be increased.

Erling S. Andersen, International Editorial Advisor for PMForum in Norway, has provided an interesting report entitled "Project Management Research – the Norwegian Way." According to Erling, "Norway is a rather small country when it comes to project management research. How can a small community make the best use of its research resources?... In Norway there are two significant research groups within project management: Norwegian University of Science and Technology (NTNU) is the leading technological project management research community and Norway's largest business school Norwegian School of Management BI is in front on research on organizational and administrative project matters. Back in 2000 the two parties decided to join forces and establish a common center for project management research." Professor Andersen describes the Norwegian Center of Project Management (the Norwegian abbreviation is NSP), established as a result of collaboration among the leading PM research and educational institutions in Norway.

Jaycee Kruger, our correspondent in Johannesburg, is back this month with a report on Project Management in South Africa. Jaycee reports on developments at PMSA (Project Management South Africa association) and the PMI South Africa Chapter, and some recent developments related to PM Education. Also, according to Jaycee's report, "SAQA (South African Qualifications Authority) have now registered 3 new qualifications for use in the Project Management sector.." Jaycee also reports, "The very good economic growth attained by the South African economy in the recent year or so has come to an end. Interest rates continue to rise, fuel prices are through the roof, and capital expansion projects are frozen for various reasons, amongst others the shortage of power.." Here is a good update on project management conditions in South Africa.

Alfonso Bucero in Madrid describes two very interesting upcoming events in Zaragoza, Spain this month – Expo Zaragoza 2008 in September and The XII International Congress of Project Engineering during July 2008. According to Alfonso, "Expo Zaragoza is being run with the motto "Water and Sustainable Development ... Expo Zaragoza has 90 countries participating, a figure that assures the representation of more than 50% of world population..." (and) "The XII International Congress of Project Engineering will be celebrated on July 9, 10, and 11th 2008, organized by AEIPRO...This Congress will have about 170 paper presentations and about 60 panels, counting on local and international speakers over the world who will present real case studies about engineering and research projects" This is another interesting report, provided in both Spanish and English.

Ahmet Taspinar has provided a report on project management in Turkey, with an update as he is the newly elected president of the Istanbul Project Management Society (IPYD). He reports on recent IPYD activities, and preliminary plans for next year's DYNAMICS 2009 PM Conference in Istanbul – "Management by Projects in the 21st Century". Ahmet and his team have been busy in Istanbul and we wish them luck in their growth efforts. Please see Ahmet's report for more information.

Miles Shepherd, our Global Advisor and International Correspondent based near London, has provided another "*UK Project Management Roundup!*" Miles provides a delightful and personal review of the new Terminal 5 at Heathrow International Airport, a recently completed project that has been the center of various news reports, some good but mostly critical, over the last year. According to Miles, it doesn't seem too bad now. Miles also provides a good update on APM and PMI activities around the UK in recent weeks. Miles status report on APM's initiative to achieve Chartered Status is especially important for PM professionals in the UK. Please read Miles' report for the British perspective.

Quang Ton, PMForum correspondent in Houston, Texas has provided a report on recent elections at the PMI Houston Chapter, including a review of their election process. He then provides some good recognition and visibility for **Diane Wilson**,

Marlene King and **Robert Masch**, their new vice presidents of Membership, Marketing and E-Business, respectively. According to Quang, "The Board of Directors at the Project Management Institute – Houston Chapter, Inc. has great gender diversity, 30% of the leaders are women Additionally, there is a mix of cultures at the Board level from France, Italy, Scotland and even Texas." See Quang's report for a good look at PMI's oldest chapter and still one of the largest.

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 two new correspondents this month. **Ahmed Saleh Mokhtar** in Cairo, Egypt was named an International Correspondent for PMForum and *PM World Today* on 13 June to provide news and information from that historic region in northern Africa. Ahmed is also the Consultancy Director for Promastar, a Cairo-based project management advisory and training firm (since 1999). He is a Senior Project Management Consultant and certified Project Management Professional (PMP) with a 23-year service record providing project management services to public and private sector organizations in Egypt, Germany, Saudi Arabia and the UA Emirates.

David Shannon was named an International Correspondent in London, England on June 25, bringing our UK correspondents team to three. David is also Managing Director of Oxford Project Management Ltd., a UK-based project management advisory and consulting firm. David has a Natural Sciences degree and Master of Arts degree from Oxford University, and a Diploma in Accountancy and Finance from the Association of Certified Accountants in the UK. He is a Fellow of the Institute of Business Consulting, Honorary Fellow of the Association for Project Management (APM), Member of the Institution of Civil Engineers, Member of the Institute of Directors, Member of the British Quality Foundation and is certified as a Meyers Briggs PTI Practitioner and as a Design Quality Indicator Facilitator. He is a lifetime member of the Oxford Business Alumni.

Please see the articles about Ahmed Mokhtar and David Shannon in the PM Community News section of this edition.

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. If your organization is interested in sponsoring *PM World Today* please contact 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, 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