

PM WORLD TODAY – APRIL 2009

Editor's Perspective on the Current Edition

*By David L. Pells
Managing Editor*

Welcome to the April 2009 edition of *PM World Today*. Since 1998, *PM World Today* has been a leading online source of educational and informative articles and stories about project management. As the global reach of this online publication grows, we continue to seek new authors who want to share knowledge or advance their careers. If you have project management knowledge (or a story) to share, please send an article for publication. We are especially interested in those that contribute to solving global problems.

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

This month, a **Guest Editorial** has been provided by **Miles Shepherd**, PMForum's global advisor and international correspondent in UK, entitled "**Governance Matters!**" In this interesting short paper, Miles compares the one-level board structure favored by UK and US corporations with a two-tiered approach used in Continental Europe. How does this relate to project management governance issues? Please read this month's guest editorial and send us your opinion.

One **Letter to the Editor** is included in this edition. **Stanislaw Gasik** in Poland has responded to Bill Duncan's letter to the editor last month "on the definition of a project", which in turn was in response to the letter to the editor by Mr. Gasik on the same topic in the February *PM World Today*. Is there one definition or two? Is there more than one correct perspective? On what does the definition depend? Who is right in this argument? If you have an opinion, please weigh in.

In Tribute includes articles and tributes for and about project management leaders who have recently passed away. This month we want to recognize and remember **Roland Gutsch**, founder of IPMA (previously known as INTERNET) in 1967, who died at his home in Germany on 20 February 2009. The first is a tremendous memorial by Professor **Vladimir Voropajev** in Moscow who remembers Roland's support and friendship during the early days of the Russian Project Management Association SOVNET when that society was welcomed into the PM world after the

collapse of the Soviet Union. This is an interesting, entertaining and emotional tribute from a colleague and a friend.

The second tribute to **Roland Gutsch** was provided by **Hiroshi Tanaka**, president of the Project Management Association of Japan (PMAJ), who recalls Roland's support and encouragement during the early 1980s. According to Hiro, it was Roland who encouraged the "the Japanese project management leadership to get out of the small island and speak for itself in the global arena." This is another heartfelt reminder that Roland touched many people around the world through his passion for the new project management field.

Four **Viewpoints** articles are included this month. **James Brown**, PhD, president of SEBA[®] Solutions Inc. in Florida and author of *The Handbook of Program Management*, is back with another interesting paper entitled "**What is your project's Planning Horizon?**" According to Dr. Brown, "*When project managers are asked the question about the length of their planning horizon, they usually frown in disgust or say 'What do you mean by planning horizon?' I define planning horizon as the length of time you can plan into the future with validity. Validity meaning you know what work needs to be accomplished; you know what resources are required for the work that can be accomplished; and you know what resources are available for the work that needs to be accomplished...*" Please read this interesting article and let us know what you think.

Michael O'Brochta, President of Zozer, Inc. and former Director of Project Management Certification for the CIA in Washington, DC, has contributed another stimulating article entitled "**Federal Project Manager Momentum!**" According to Michael, "*For most project managers career success and project success are highly correlated. 'If my project succeeds then I will succeed' has been a common career approach for decades. Russell Archibald identified this reality in 1976 in his book 'Managing High-Technology Programs and Projects' and events during the past three decades have continued to demonstrate this truth. Project managers looking for success will gravitate toward organizations that provide more opportunities for project success...*" Read this interesting opinion piece for some perspective on issues affecting government program and project managers today.

Tom Sheives, PhD in Arlington, Texas has provided a paper on the topic of "**Championship Teams Don't Waste Time! Fear of Conflict.**" According to Tom, "*An amazing amount of time is wasted in fear. We experience personal periods of time lost to fear where we are paralyzed, unable to move forward for fear of what might happen. The status quo just seems more comfortable, even if elements of that condition are very uncomfortable indeed. A sports team can lose valuable seconds in a clutch play if team members are hesitant, fearful to step out and act decisively. Business teams are the same way...*" Please send us your opinion about Tom's article.

Rebecca (Becky) Winston, JD in the USA has authored a paper entitled "***What Happened to Business Communications in Project Management?***" According to Becky, "*After commencing a new position and observing the communication style of most of the project managers and program managers under my guidance, I became curious about what has happened to our business communications style protocols. It would appear that we have been not only a society of the casual dress, but the casual business address. Unfortunately, this approach has led to numerous other ills in our business communications as I have observed....*" Do you agree with Becky? Please send us your opinion.

Two **Featured Interviews** are included this month. The first is Part 2 of our interview with **Paul Dinsmore**, well known author and project management expert based in Rio de Janeiro but who has been educating and entertaining organizations and professionals in North America for decades. In "***Part II – The Light of Project Management: Consulting, Writing and Teaching the World about PM,***" Paul describes some of his books, coaching experiences and consulting assignments. His explanation about how he selected the timely topics for his best-selling PM books is interesting, especially his explanation of intelligence gathering.

The second interview, provided by PMForum's International Correspondent from North Texas, **Tom Sheives**, is with **Luis Fasano**, President of the PMI Panama Chapter which recently conducted its First Annual PMI Panama Symposium in Panama City. Tom was in Panama to speak, participate and support Luis and his team. In response to Tom's questions, Mr. Fasano describes the conference objectives, outcomes and some of the participants. The symposium received major support from the Panama Canal Authority and major contractors who are involved in that massive multi-billion dollar infrastructure project. A nice photo of key stakeholders is included.

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 four such papers.

"***Task Assignment as a Crucial Factor for Project Success (Probabilistic Analysis of Task Assignment)***" is a paper by **Dr. Pavel Barseghyan** in Texas. According to Pavel, "*Task assignment is one of important problems of project management. Moreover, it can become a crucial factor for project success or failure. For a successful task assignment project manager has to know not only the subject under development, but the capacities of each team member too... This paper presents a new quantitative approach to the assessment of the project's success probability depending on the quality of task assignment. Also it contains two new differential equations for human action duration and human productivity analysis...*" Dr. Barseghyan again makes an important contribution to the scientific field of project risk analysis and planning. This is the second of several papers on this topic that we expect to publish from Pavel.

"Early stakeholder involvement in projects" is a paper this month by ing. **M.D. Tammer** at the Institute for Business Engineering, Utrecht University of Applied Science, Faculty of Natural Sciences & Technology, Utrecht, The Netherlands. According to Mr. Tammer, *"Projects are no longer defined by technical success and the triple constraints of time, budget and quality. In the last decades the complexity of project management was further aggravated by factors such as customer criteria and organisational and cultural impact of projects (O'Brochta, 2008) including the strategic role of projects and portfolio management and the need for integrated solutions (Brady et al 2005). In combination with technical more complex turbulent environments, decreasing project runtimes and resources, these influences and objectives ask for the development of close stakeholder relationships..."* This is another good contribution to the literature on this topic.

"Innovation and Project Management – Exploring the Links" is a featured paper this month by **Dr. Donncha Kavanagh** and **Ed Naughton** in Ireland. According to the authors, *"If innovation was traditionally seen as technology-led, it now covers a much broader canvas. Innovation is possibly best defined as the exploration and exploitation of new ideas in pursuit of a competitive advantage... Innovation is not necessarily about big-bang, major breakthroughs. More often it is incremental and built on the day-to-day expertise of employees and their thorough knowledge of customers and competitors. ... from another perspective, formal management practices like project management might hinder innovation by imposing standard techniques that stifle the creativity needed to innovate... In this article we report on a study into the relationship between project management and innovation..."* Read this interesting paper that introduces a "project management score index" and "innovation index", and presents research results for Ireland and other European countries.

"Rescuing Failed Projects" is a featured paper by **Greg T. Rogers**, PMP, a program manager for a North Carolina, USA-based health organization. According to Mr. Rogers, *"Rescuing a project begins with the project manager. The ability to turn around failed projects requires integrity, tenacity, discipline, political savvy, and some luck. Indeed, a certain personality is required and not all project managers are suited for this challenge. The lucky project manager must be resilient in nature and be able to perform under intense pressure while maintaining a sense of calmness. The project manager must be willing to fully commit to the task at-hand and, in the process, get their hands dirty... After identifying the right person for the job, where does the project manager start? .."* If you are dealing with problem projects, give this article a read for some insights and ideas.

PM Tips & Techniques papers provide an opportunity for project management consultants, experts, trainers and organizations to share practical advice for solving problems or addressing major PM issues. Four advisory papers are included this month, with one translated into Spanish.

John Schlichter, CEO of OPM Experts LLC in the USA, has contributed an interesting paper entitled "***Transforming the Culture with your PMO and OPM3.***" According to John, "*Although culture is a many-faceted thing that may seem difficult to boil down into a sound bite, it is something that impacts everyone. The culture determines how people define themselves and their relationships with others, and greatly influences a person's sense of self... In organizations that thrive on projects, a healthy culture is a prerequisite to high performance because teams are the lifeblood of projects... In such organizations, the culture is often the thing that prevents complexity from degrading into chaos...*" We hope this article is useful to those who may be working in a new place or on a multi-cultural project team. Case studies to highlight some of the lessons mentioned in this month's paper will be included in future editions of PM World Today.

Bruce McGraw, CEO of Cognitive Technologies in the USA, is the author of "***The New Face of Strategic Planning: Bridging it with Project Management is the Key to Success.***" According to Bruce, "*With the current economy in crisis, businesses are scrambling to stay afloat. Many are abandoning their strategic, long term objectives for quick fixes and short-sighted survival tactics... This frenetic pace of work has rendered the often slow and cumbersome strategic planning process irrelevant. In fact, you could say the field of strategic planning is undergoing its own identity crisis... But it's the failure to build a bridge between the strategic planning process and project management's planning process that is a major reason strategic plans don't work...*" Please read this interesting article that might help with some of the perspective issues faced by executives. Let's not throw the baby out with the bathwater by abandoning good planning.

Jeff Oltmann in Portland, Oregon, USA, has returned with the first in a series of articles on "***Project Portfolio Management – The Art of Saying 'No!'***" According to Jeff, "*Nearly all organizations have more project work to do than they have people and money to do it. Often the management team has difficulty saying "no." Instead, they try to do everything by cramming more work onto the calendars of already overworked project teams or by cutting corners during the project. .. Despite a heavy investment of people and money in projects, the organization still gets poor results because people are working on the wrong projects or on too many projects. Trying to do too much causes all projects to suffer from delays, cost overruns or poor quality...*" For some good advice on this difficult issue, read this paper.

We include another article by **Michelle LaBrosse**, well-known project management consultant and training specialist in the USA, entitled "***Are Your Projects Shovel Ready?***" According to Michelle, "*The U.S. government is getting ready to make unprecedented investments in energy, healthcare and education. Whether you see it as pork or progress is not the question. The question is what can you do as a project manager to be 'shovel ready?'*.." Michelle's articles are always both educational and entertaining, and this month is no exception. This month's article is again available

in both English and Spanish, thanks to the translation by **Roberto Toledo Rodríguez**, MBA, PMP® of Alpha-Consultoria in Mexico City. We want to thank Mr. Toledo for his contribution again this month.

Three **Book Reviews** are included this month. **Floyd DaWalt** has provided a review of "**The Complete Project Management Office Handbook (second edition)**", a book by **Gerard M. Hill**, published in the USA by Auerbach Publications in 2008. **Lisa Holowiak** has provided a review of "**Impact on Project Management of Allied Disciplines**", a book by **Young Hoon Kwak**, PhD and **Frank T. Anbari**, PhD, PMP (The George Washington University) and published by The Project Management Institute (PMI®) in the USA in 2008. **Kathryn H. Phillips** has provided a review of "**Simple Solutions – How “Enterprise Project Management” Supported Harvard Pilgrim Health Care’s Journey from Near Collapse to #1**", a book by **Lisa A. DiTullio** and published in the USA by iUniverse, Inc. in 2007. Mr. DaWalt, Ms. Holowiak and Ms. Phillips are alumni of the Graduate Program in Project Management at the **University of Texas at Dallas** (UT Dallas).

Most of our book reviews are provided through a cooperative program between PMForum and The 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 books reviewed can contact 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 find these reports as interesting and educational as we do. The following reports are included:

- **Jüergen Oschadleus** in Sydney, Australia – in "*Project Management Update from Sydney*", describes two events in April involving "world class" authorities on project management, a new PM mentoring initiative by the PMI Sydney Chapter, and an important local transportation project. (English)
- **Germán Bernate** in Bogotá, Colombia – in "*Project Management Update from Colombia*", briefly discusses the economic crisis, PM profession news, PM education news, and some recent events sponsored by the Santafé de Bogotá – Colombia Chapter of PMI. (English)

- **Getachew Alemu** in Addis Ababa, Ethiopia – in *"Ethiopia Today"*, has provided some personal comments and perspective on *"Change: What I want to see in my country."* According to Getachew, *"From the point of view of project management, the first thing that needs to be changed is the mindset of project managers, and project team members..."* (English)
- **Jouko Vaskimo** in Helsinki, Finland – in *"Project Management Update from Finland,"* provides some important news about four Finnish PM leaders (Artto, Kujala, McGlinn, and Valila), describes another big successful (highway) project in the country, and provides an update on the upcoming 23rd IPMA World Congress in June. (English)
- **Raju Rao** in Chennai, India – in *"Promoting EVM in the Government in India"*, describes a recent earned value management (EVM) seminar sponsored by a local AACE International South India Section, participants and outcomes, and the interesting discussions that resulted. (English)
- **Ammar Mango** in Amman, Jordan – in *"Report on Projects & Project Management in Jordan"*, reviews *"several oil exploration projects to be carried out in Jordan"*, an important topic for a country dependant on oil imports.
- **O. Chima Okereke** in Port Harcourt, Nigeria – in *"Report on Projects & Project Management in Nigeria"*, provides a very serious overview of programs and projects in the Niger River Delta region, difficulties associated with continuing *"militancy"*, and how better project management should be used for development in his country. (English)
- **Florin Gheorghiu** in Bucharest, Romania – in *"The state of affairs of project management professions within a badly hit economy"* discusses some of the serious issues facing many individuals, projects and organizations around the world, not only in Romania but wherever the global economic downturn is being felt. (English)
- **Jaycee Kruger** in Gauteng Province, South Africa – in *"Project Management News from South Africa"*, provides a brief report on two new communities of practice (interest groups) within PMSA – Project Management South Africa – associated with Planning and Scheduling, and Project Governance. (English)
- **Alfonso Bucero** in Madrid, Spain - in *"Project Management in Spain: Monthly Report,"* provides a report about a successful PMI Madrid Chapter event on 3 March, and plans for Spanish representation at the PMI Global Congress – EMEA in Amsterdam in May. (English & Spanish)

- **Ahmet Taspinar** in Istanbul, Turkey – in “*Project Management News from Turkey*” provides an update about the Turkish Project Management Forum, DYNAMICS 2009, Management by Projects in the 21st Century, being held in Istanbul during 10-11 April 2009, along with an update on news from the Istanbul Project Management Association IPYD. (English)
- **Mounir Ajam** in Dubai, UAE – in “Report on Projects & Project Management in the UAE” provides an overview of three recent events sponsored by or involving the new Global Project and Process Management Association (GPPMA), along with several “project management awareness” meetings at local organizations. (English)
- **Miles Shepherd** in the UK – in “*UK Project Management Roundup*”, discusses recent decisions in the energy sector to stop or downsize major wind farm projects (In “*Energy Projects Blown Away*”), and news about major projects in the rail transportation sector – High Speed Two and Crossrail; everything seems to be affected by the economy. (English)
- **Ted Koval** in Omaha, Nebraska, USA – in “*Project Management Update from Omaha*,” describes PMI Region 2 plans and activities, including goals and collaboration among PMI chapters in the Midwestern USA, where a Strategic Advisory Group has been formed, “Collaborative Purpose” published, and “Value Equation” (model) agreed to. (English)
- **Ron Taylor** in Washington, DC, USA – in “*Project Management Update from Washington*”, provides information about two big events in April sponsored by the PMI Silver Springs (Maryland) Chapter and the PMI Washington DC Chapter – April 8 and 21, respectively. (English)
- **Quang Ton** in Houston, Texas, USA – “*PMI Houston – 35 Years of Project Management Excellence*,” discusses the upcoming May conference in Houston to celebrate the PMI Houston Chapter’s 35th anniversary (they were PMI’s first chapter) and other achievements.

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 extend a warm welcome **Jüergen Oschadleus** in Sydney, Australia who was named an International Correspondent for PMForum and *PM World Today* on March 12, 2009. Jüergen is the Director of Act Knowledge Pty Ltd and the Managing Partner of Valense (Australia). With over 15 years of experience across

the globe in diverse industry and organizational settings, he is qualified as an educator and trainer and has held strategic consulting roles with Booz•Allen & Hamilton (South Africa), Concur UK, CPA International and the SAS Institute. Jüergen is the author of *Heart of Influence*, and has written numerous articles and papers on leadership, influential communication and sustainable change. He currently serves on the Project Management Institute's (PMI) Registered Education Provider Advisory Group, and is a co-author of the PMI's e-learning program on the *PMBOK® Guide to Project Management* (Third and Fourth editions). Jüergen holds an Education Diploma, a Masters degree in History and an MBA in International Project Management and Organisational Development, and a Certificate IV in Workplace Training & Assessment. Jüergen speaks Afrikaans, English and German, and resides in Sydney.

We also want to welcome **Suraj Dahal** in Kathmandu, Nepal who was named an International Correspondents for PMForum and *PM World Today* on March 27, 2009. Suraj is a visiting professor of project management at Kathmandu University's School of Management for MBA and affiliated Bachelor's Degree programs in Development Studies and Development Finance. He completed his BSEE degree in electrical engineering in 1997 and MBA degree in 1999 from the University of South Alabama (USA), and is a PhD candidate at ESC Lille (France) in Strategy, Program and Project Management. Suraj has served in executive positions at prominent nonprofit organizations in Nepal and has implemented projects with the World Bank, DfID / Enabling State Program, European Commission, Save the Children, and other international organizations. A graduate of the Executive Program for Nonprofit Leaders of the Graduate School of Business at Stanford University (USA), he is also a trainer and consultant for development projects. He is currently Executive Chairman of Kathmandu Academy and is the founding member and General Secretary of the Project Management Association of Nepal

Please see the articles about Jüergen and Suraj, and the cities and countries they represent, in the PM Community News section of this edition of *PM World Today*.

We want to welcome a new sponsor this month, **Chronicle Graphics**, a Colorado technology company with one of the slickest MS Project reporting enhancements that we have seen. Click on the **OnePager** icon this month to check it out. As you may have noticed, we introduced banner advertising on www.pmworldtoday.net last month, along with the standard sponsor icons. While we regret the addition of banner ads, we need to attract enough income to cover operations. If your organization is interested in this major new marketing opportunity, which will continue to grow as our visibility and reputation in the PM world increase, please contact me at editor@pmforum.org.

We also want to thank our ongoing sponsors again this month which include the **Graduate Program in Project & Programme Management at ESC Lille, IPMA, Journyx, Multi-Media Publications, PMGuruOnline, PMO Consulting, Program Management Academy, Project Management Resource Group, The APM Group, The George Washington University, 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 (contents emailed to thousands worldwide each month), and on the *PM World Today* website at www.pmworldtoday.net. If your organization is interested in sponsoring the global *PM World Today* eJournal please contact editor@pmforum.org.

Thank you for your subscription, and for reading the articles, papers and stories submitted by our authors and correspondents this month. We remain excited about the world of project management and the future of this online publication. 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
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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 continues to advise several major organizations and programs. 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