

PM WORLD TODAY – AUGUST 2009

Editor's Perspective on the Current Edition

By **David L. Pells**
Managing Editor

Welcome to the August 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 an 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 and informative 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's **Editorial** is entitled "**Give Back to Your Profession – Volunteer! The Return on Investment May Surprise You.**" Volunteering has been a major aspect of my career, and has led to tremendous professional and personal opportunities and benefits. I have met hundreds of PM authors, experts, mentors, teachers and professional leaders. I have a broad knowledge of the project management field, industry and profession. I know a lot about various professional organizations around the world, their leadership, activities and events. Volunteering has had an extremely positive and lasting impact on my professional career and on my personal life. I thought I would share some of my experiences and benefits realized with readers this month.

Letters to the Editor are emails received from readers who wanted to respond to some issue, comment on a paper, make a statement or weigh in for one reason or another. Unfortunately, we did not receive any to publish this month. Too bad! If you have an opinion about something we publish, please send an email to editor@pmforum.org.

The **Featured Interview** this month is Part II of our interview with **Dr. Martin Barnes**, Honorary Fellow and current President of the Association for Project Management (APM) in the UK. A pioneer in the PM field and the originator of the famous "cost-time-quality" triangle, Martin Barnes is one of the world's most respected authorities on the subject of modern programme and project

management. This month, Dr. Barnes reveals more of his professional history and offers some interesting perspective on both the current state of affairs and the future of project and programme management. We are honored to provide this further glimpse into his life and thoughts about the project management profession. Don't miss this continuation of a fascinating story and some real PM history.

Viewpoints articles are opinion pieces by project management practitioners, professional leaders and experts. One viewpoints article is included this month. **Ammar Mango** in Jordan in his article entitled ***"A root cause of airplane crashes might be the culprit in many project failures"*** states, *"Who would have thought that something as subtle as mitigated speech would be a major cause for airplane crashes? However it is clearly so, according to a study referenced in Gladwell's recently published book titled "Outliers." Mitigated speech is when a subordinate plays down his or her concerns when communicating with, in the case of airplanes, the captain. What does this have to do with project management? Much more than meets the eye..."* Please read this interesting article by our correspondent in Amman, Jordan.

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 three such papers.

"Problems of the Mathematical Theory of Human Work (Principles of mathematical modeling in project management)" is another serious paper by **Dr. Pavel Barseghyan** of Plano, Texas and Yerevan, Armenia. According to Pavel, *"In project management there are many problems that need to be updated with fresh approaches to their solution. One of these important problems is the totality of issues related to the methodology of mathematical modeling of projects... At present, this area is dominated by simple empirical models that are unable to provide answers to the challenging problems of the industry. To further promote the science of project management it is necessary to develop high-level mathematical models, reflecting systemic considerations of projects... Various tasks in the field of quantitative project management require an equally wide range of mathematical methods. We need to push the boundaries of traditional mathematical methods to make them adequate to the new challenges in project management..."* Dr. Barseghyan has provided another important contribution to the science of project management. Please read his paper and let him (and us) know if you have any reactions to his ideas this month.

"Development Projects and Demography: The Tangent Point!" is a paper by **Getachew Teklemariam Alemu**, infrastructure projects expert and international correspondent for PMForum in Addis Ababa, Ethiopia. According to Getachew, *"Development projects must be viewed in the context of achieving overall improvement in the social and economic conditions of a given population. This calls for a comprehensive understanding of the nature of linkages between population and socio-economic development, taking into account the effects of development*

plans, programmes and projects on demographic growth. In actual planning practice, however, population factors are in most cases only passively integrated into development plans..." This is an interesting paper on an important topic in many parts of the world. Please read it this month and send us your reaction.

"Healthcare Project Management in the New Economy" is a featured paper by **John Schlichter and Dominic Thomas, PhD** in Atlanta, Georgia, USA. According to the authors, *"Public health care spending in the United States is expected to have its largest single year increase in 2009. Once the recession starts to ease next year, there should be an upturn in both private and public health care spending. Starting in 2010, private health care spending is expected to rise by 4.2 percent. By 2018 health care spending is projected to reach \$4.4 trillion - - accounting for 20.3 percent of the U.S. gross domestic product (GDP). Costs need to be controlled to ensure that health care is affordable for everyone. This paper explores what is unique about Medical and Healthcare Project Management in general and particularly in the new economy..."* The authors provide an interesting discussion of project management in the healthcare sector, an important growing application area for project, program and portfolio management.

PM Advisories are papers by project management consultants, experts, trainers and organizations who share practical advice for solving problems or addressing project management related issues. Seven advisory papers are included this month, all in English.

Liliana Buchtik, President of Buchtik Global in Montevideo and International Correspondent for PMForum in Uruguay, has contributed an interesting paper entitled **"Managing projects virtually - four conditions to succeed."** According to Liliana, *"This article discusses four major lessons learned and conditions towards succeeding when managing a project virtually and/or working with project virtual teams. Working virtually is a trend that is growing fast worldwide; many leading global companies are looking for this different way of work, to attract and retain key talent, to decrease costs, to protect the environment, to be more competitive and responsive to the market, to improve their offers to their employees, etc. This article presents important things to consider..."* We think you will enjoy this article, and it might even be useful.

Curt Finch, CEO of Journyx, Inc. in Austin, Texas, USA, has contributed another paper entitled **"The Top 6 Things to Consider When Choosing a PPM Solution."** According to Curt's introduction, *"According to a recent article in a leading technology magazine, the demand for project and portfolio management (PPM) solutions is rising in response to the weakened economy. Many businesses are choosing to implement PPM solutions in order to 'identify which IT projects are mission critical and to help them execute those projects as efficiently as possible.' These customers have also found that PPM solutions offered as software-as-a-service (SaaS) are both more affordable and easier to deploy than traditional ones."*

One of the problems many businesses face when choosing a PPM solution is wading through all of the functionality of complex solutions..." We hope you enjoy this new article by Mr. Finch, a regular contributor to *PM World Today*.

Dom Moorhouse, Managing Director at Moorhouse Consulting in the UK, has contributed a paper entitled "**BEYOND CONVENTIONAL STAKEHOLDER MANAGEMENT: Developing PRIME Intelligence @ on complex programmes.**" According to Dom, "*Lack of effective engagement with stakeholders is a well acknowledged cause of programme failure and stakeholder management is increasingly, as such, recognised as a relevant discipline. There are many tools and techniques already available but they over emphasise a mechanistic, 'left brain' view of the world. What is really needed is something quite different. We call this PRIME Intelligence @...*" This is an interesting article from the head of the firm that won APM's Project Management Company of the Year Award in 2008.

Donald Pillittere, Subcontract Manager with ITT Space Systems Division and adjunct professor at Rochester Institute of Technology in New York, USA, is back with a new paper entitled "**Sense of Urgency – The Missing 'Project' Link.**" According to Don, "*Maybe it's due to my Type A DNA, but I've noticed something very disturbing about project teams recently, they just don't have a sense of urgency anymore... Has project history with its inherent propensity for delays taken the edge off of teams?.. It has become so bad at times, that team members in close proximity fail to meet face-to-face to discuss issues...*" Don is an entertaining and engaging writer, as his interesting and relevant article this month shows. Please give it a read and let us all know your reaction.

Dr. David Hillson, the internationally recognized "Risk Doctor" and Director of Risk Doctor & Associates in the UK, has provided the first of a series of briefings this month entitled "**Prioritising Risks as Simply as Possible.**" According to David's introduction, "*A lot of effort goes into prioritising risks, so that an appropriate level of attention can be devoted to dealing with them. Several different parameters can be used to rank risks, although it is common to use just two: probability and impact. Other relevant factors might include urgency, manageability, or response cost etc... People spend a lot of time on prioritisation because they know it is important to concentrate on the biggest risks and avoid wasting effort on small ones. But perhaps we are trying too hard? Maybe a more simple approach to ranking risks would work just as well...*" We're excited that Dr. Hillson will be contributing articles to *PM World Today* in the future. Please let us know what you think of this one.

Michael Szwarc, a project manager at GreenRoad in Israel, is back with another article entitled "**Winning the Project Relay Race**". According to Michael, a project can be pictured as a relay race, and: "*Every project consists of many processes in which various products pass many hands ("baton exchange"): documents, knowledge and products in different levels of maturity. These baton*

exchanges entail many risks which are likely to affect the success of the project. This article will focus on the risks involved in "baton exchange" and will propose possible ways of coping..." We think this is an interesting analogy. Please let us know what you think.

Pam Bilbrey, an organizational change consultant in the USA, is the author of "***The Guide to (Ordinary) Greatness: Fifteen Simple, Everyday Habits to Help You Create a Life of Success.***" According to Pam, "*If you've ever longed for greatness, it's not too late. Here are some secrets for propelling yourself out of a life of mediocrity—and they're not what you think they are...*" I like this article a lot; please let me know if you agree. It's motivational and common sense, but then maybe I'm old fashioned.

Second Editions are papers that have been previously published and that we think have lasting or currently relevant topics, republished in *PM World Today* with the consent of the author and full acknowledgement of original publication. This month we include "***Project Financing and Risk Management: a new challenge for program management in the space industry of the third millennium,***" a paper by **Sergio Gerosa**, PMP and **Federico Nasini** of Thales Alenia Space Italia in Italy. The paper was originally presented at the PMI Global Congress – EMEA 2001 in London, UK in June, 2001. We think this paper has lasting relevance and value, especially for the management of complex programs and projects.

One **Book Review** is included this month. **Ray Rials** has provided a review of "***A Internet Solutions for Project Managers***" by **Amit K. Maitra** and published by the John Wiley & Sons in the USA in 2000. Mr. Rials is an 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 a book 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 around the world 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 this month:

- **Ana Maria Rodriguez** in Rosario, **Argentina** – in *“Project Management News from Argentina”* discusses The N1H1 flu, the Economic Crisis and Senate Elections; News from the Project Management Profession (in Buenos Aires, Mendoza, Rosario and Córdoba; and a new book by Pablo Lledó. (English & Spanish)
- **Jürgen Oschadleus** in Sydney, **Australia** – in *“Project Management Updated from Sydney,”* discusses PMI Sydney Short Courses scheduled for August, upcoming PMI Sydney chapter and AIPM NSW chapter meetings, a Capital Project Effectiveness Seminar Series presentations, an update on the SkyMapper observatory project, and other news affecting projects and PM in New South Wales. (English)
- **Ahmed Saleh Mokhtar** in Cairo, **Egypt** – in *“Project Management Update from Egypt”*, briefly describes the Projects to the Point ‘P2P’ – Conference and Exhibition 2009 to be held in Cairo in November under the auspices of H.E. Dr. Ahmed Darwish – Minister of State for Administrative Development. (English)
- **Getachew Teklemariam Alemu** in Addis Ababa, **Ethiopia** – in *“Projects & Project Management in Ethiopia Today”*, provides another good essay entitled *“From Rainfed Agriculture to Rainfed Industry.”* (English)
- **Manfred Rieck** in Wiesbaden, **Germany** – in *“Project Management News from Germany,”* briefly discusses some developments in the German economy, then mentions activities underway at all of the PMI chapters in Germany and at GPM, the German member of IPMA. Manfred concludes with *“News from the German Landscape,”* a regular feature of his reports. (English)
- **Raju Rao** in Chennai, **India** – in *“Report on Projects & Project Management in India”*, describes new emphasis on infrastructure projects in the country, especially those under the responsibility of Union Minister for road, transport and highways Mr. **Kamal Nath**. (English)
- **Suraj Dahal** in Kathmandu, **Nepal** – in *“Project Management Update from Nepal”*, describes various project-related developments in the country under the theme *“Priority on Peace and Reconciliation with impetus on tourism projects in Nepal”*. (English)
- **O. Chima Okereke**, PhD, PMP in Port Harcourt, **Nigeria** – in *“Report on Projects & Project Management in Nigeria,”* discusses *“Gas Master Plan Program - Towards the Creation of a Sustainable Gas-based Economy”*. (English)

- **Prof. Andrej Skarabot** in Ljubljana, **Slovenia** – in "*Project Management Updated from Slovenia*," describes the recently completed Project Management Forum in Bled organized by the Slovenia Project Management Association. (English)
- **Alfonso Bucero** in Madrid, **Spain** – in "*Project Management in Spain: Monthly Report*", describes project management services in the healthcare sector in Spain and a July breakfast meeting sponsored by the ESIC Business & Marketing School and BANCAJA, in collaboration with the "Diario Las Provincias, on the subject of "Project Management: A competitive opportunity." (English & Spanish)
- **Miles Shepherd** in Salisbury, **United Kingdom** – in "*UK Project Management Roundup*", discusses the British economy, a new European Space Agency research centre at Harwell, the London 2012 Olympics programme, and a recent announcement from The APM Group that IIL in the USA is soon to offer PRINCE2® courses. (English)
- **Ted Koval** in Omaha, Nebraska, **USA** – in "*Project Management Update from Omaha*," reports on the use of federal stimulus funds for water, environmental and green projects in states in the Midwestern USA. (English)
- **Quang Ton** in Houston, Texas, **USA** – in "*Project Management Update from Houston*," reports on the results of recent board of directors elections at the PMI Houston Chapter, PMI's oldest chapter – chartered in 1974. (English)
- **Ron Taylor** in Washington, DC, **USA** – in "*Project Management Update from Washington*," describes an upcoming August 18 dinner meeting and presentation by **Dave Maurer** at the PMI Washington DC chapter. (English)

The balance of this month's *PM World Today* features calls for papers, announcements of future events, news, information and stories related to people, projects and project management around the world. Please review the articles in PM Community News where people are featured, and the Future Events section where important announcements about upcoming PM conferences are presented. We hope all of these stories are interesting and informative.

We want to welcome **Professor Jang Ra** of the University of Alaska Anchorage, who was named an International Academic Advisor to PMForum and PM World Today in July. **Dr. Jang Ra**, PhD, PMP is founding Chair of the Master of Science in Project Management Program (MSPM) at University of Alaska Anchorage (UAA). He is also full professor and teacher of various program and project management courses. Under the leadership of Dr. Ra the MSPM program has grown to be one of the major graduate programs in the University of Alaska system. His specialties are

in project management, multi-criteria decision making, and quantitative analysis. See the breaking news article about Professor Ra at <http://www.pmforum.org/blogs/news/2009/07/ProfessorJangRaofUniversityofAnchorageAlaska.html>.

We want to extend a warm welcome to three new International Correspondents this month, **Ann Miller** in Dallas, Texas, USA; **Arnis Leikarts** in Riga, Latvia; and **Rüdiger Geist** in Zurich, Switzerland.

Ann Miller is a strategic project management advisor, consultant and educator, having worked in the field of project management for the last 25 years, and an instructor for the University of Texas at Austin's project management Continuing Education Program. Ann is an expert in project execution, program governance, project portfolio management, PMO implementation, and PM-related professional development. She has extensive experience with aligning project portfolios with business strategy and with developing a "culture of discipline" in organizations by establishing and evolving project governance for more effective execution. She has helped develop project team competencies - through training, coaching and mentoring - and is recognized as a thought leader and project champion. Ann is past president of the PMI Dallas Chapter. See the breaking news about Ann at <http://www.pmforum.org/blogs/news/2009/07/AnnRMillernamedInternationalCorrespondentfor.html>.

Arnis Leikarts, MSc, IPMA-B, is a consultant and trainer at Latvia's leading training company "Komerzizglitibas centrs", and a consultant at the global expert network "Gerson Lehrman Group (GLG)". Arnis is also a Board member of the Latvian National Project management association (member of IPMA) since 2004. He is founder and director of the Latvian National Project Excellence Awards program and Project Excellence Ambassador for the IPMA Project Excellence Awards in Latvia. Mr. Leikarts has more than 14 years experience in banking and last nine with Business and IT development on international level both - leading development team at Swedbank's Group Product development in Baltic countries and leading Product development department in DnB NORD Bank Latvia. Arnis is currently a PhD Candidate in Strategy, Project and Program Management at ESC Lille in France. See the breaking news about Arnis at <http://www.pmforum.org/blogs/news/2009/07/ArnisLeikartsnamedInternationalCorrespondentfor.html>.

Rüdiger Geist is the Managing Director of Spirit@PM GmbH, a Swiss-based consultancy specializing in coaching, consulting, outsourcing and training in the areas of Project, Programme and Project Portfolio Management. Rüdiger is also Associate Professor of Project Management at Kalaidos Fachhochschule (Zurich), the International Institute of Management (Fribourg) and IFA AG (Zurich). He was Managing Director for Agora Associates GmbH during 2007-2008, where he was engaged in consulting, coaching and training in project, program and portfolio management. Learn more about Rüdiger Geist in the breaking news article at

<http://www.pmforum.org/blogs/news/2009/07/RdigerGeistnamedInternationalCorrespondentfor.html>.

We also want to welcome **Alexandre Rodrigues**, CEng PhD Prof. PMP, to the **PM Ambassadors™ Speakers Bureau** this month. Alexander is Executive Partner of PMO Consulting, an international consulting firm based in Lisbon specialized in Project Management (PM) and delivering advanced PM training and consulting services to clients across Europe and other parts of the world. Based in Lisbon, Portugal and with over 20 years of professional experience, Alexandre is an advisor to NATO and other organizations in Western and Central Europe. He has now announced his availability to speak at project management events worldwide. Alexandre has delivered services for a wide range of international organizations, like Volkswagen, Motorola, Microsoft, BHP Billiton in Africa and Australia, NATO, C3 in Brussels and Holland, Vodafone in Germany, and BAE and GEC-Marconi in the UK. He is also a Senior Consultant with the Cutter Consortium, belonging to the Business-IT Alignment and Agile PM Practices, and to the Risk Management Intelligence Network. He has over a decade of teaching experience, having lectured on Project Management and System Dynamics modeling related topics at several universities in Europe. See the breaking news introducing Alexandre at <http://www.pmforum.org/blogs/news/2009/07/AlexandreRodriguesinLisbonjoinsPMAmbassadorsTM.html>.

We want to welcome a new sponsor this month, **Cranefield College** in South Africa, which is growing rapidly now and offering a distance learning option for students worldwide. Click on their banner ad to check out this new educational development.

As you may have noticed, along with the standard sponsor icons we introduced banner advertising on www.peworldtoday.net this year. While we regret the addition of banner ads, we need to attract income to cover operations. If your organization is interested in this marketing opportunity, which will continue to grow as our visibility and reputation in the PM world increase, please contact editor@pmforum.org.

We want to thank our continuing sponsors this month which include **Chronicle Graphics, the Graduate Program in Project & Programme Management at ESC Lille, IPMA, Journyx, Multi-Media Publications, Palatine Group/Management Worlds, PMGuruOnline, PMO Consulting, Program Management Academy, The APM Group, The George Washington University, The Graduate Program in Project Management at The University of Texas at Dallas, The University of California – Irvine Extension, The US Department of State, Threon Group, Wiley** (the publishers), 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

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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, 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 is also an honorary Fellow of Project Management Associates (PMA), the Indian National PM society, and of the Russian Project Management Association SOVNET. David has published widely, spoken at PM conferences and events worldwide, and can be contacted at: editor@pmforum.org