

PM WORLD TODAY – JUNE 2009

Editor's Perspective on the Current Edition

By **David L. Pells**
Managing Editor

Welcome to the June 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's **Editorial** is entitled "**Global Business Intelligence for Managers of Programs, Projects and Project-oriented Organizations.**" A decade ago, I explored the subject of the impact of global trends and events on the project management profession with papers presented at PMI's annual conferences in Long Beach (1998) and Philadelphia (1999), and at the PMI South Africa conference in Johannesburg (1999). During the development of those themes, I outlined a model for systematically evaluating major developments and trends in such subject areas as wars and international relations; national and global politics; global, regional and local economies; industries, including mergers and acquisitions; technology; social changes; and natural disasters and refugee crises. Over the last ten years, the field of business intelligence (BI) has matured, but has not yet been widely applied in the program and project management field. There is little literature on the topic. With continued globalization of economies, politics and society, and in the context of the global economic situation today, I think it is now time to change that. Here are my thoughts on the topic, and why it should be taken more seriously by executives, program and project managers, and organizations.

Letters to the Editor are emails received over the last month from readers who wanted to respond to some issue, comment on a paper, make a statement or weigh in for one reason or another. This month we include three short letters, from Russ Archibald in Mexico, Professor Blaize Reich in Canada, and Klaus Pannenbacker in Germany. Each is very interesting in its own right; we hope you agree.

Viewpoints articles are opinion pieces by leading project management authorities and thought leaders. Three viewpoints articles are included this month. **David Shannon** in the UK, in his article entitled "**View From the UK Front**" states, "Some may recall my report last September listing several major development projects in or around London. Just five of these add up to an investment of UK£35 billion. I finished the piece with this paragraph: 'With construction price inflation reported by some authorities as running at 10% and the British economy in less robust state than for many years this will be an interesting time to see what, if anything, gives; whether one is a pure Monetarist or a Keynesian project management practitioner.' Well, since then it is perfectly clear that the current UK Government is taking an extreme Keynesian approach..." Please read this view on the environment for projects in Britain this month.

Paul Giammalvo in Jakarta, Indonesia has authored a viewpoints article this month entitled "**Are Certifications such as PMI'S PMP or OCG/APM's PRINCE2 Credentials becoming Defacto Licenses?**" This is a more interesting topic than many may realize. According to Paul, "For the past 6 months or so, I have been seeing a dramatic increase in the help wanted advertisements, both on line and in print, requiring a PMP or a PRINCE2 credential as a clear pre-requisite to applying for the job. And my question is, by making a knowledge based credential with no proven connection to producing more successful project managers resulting in a form of licensing? And is this good for the practice of project management? Licensing is generally considered to be a classic form of protectionism..." Please read this paper, then weigh in with a letter (email) to the editor.

James Butler at Program Frameworks in the UK is the author of "**Strategy for Survival.**" Based on a press release several weeks ago, this paper advocates a three-pronged strategy for surviving the current global economic crisis. According to James, "As businesses continue to tighten their belts, now is the time to focus on the future. Here I would like to suggest a three-step strategy for survival. Many organisations have embarked on wild cost cutting programmes to counter the threat of the current financial crisis. But unless these measures are carefully planned they will at best limit their readiness for the upturn and at worst jeopardise the very survival for which they strive." We agree with James, but what do you think?

The **Featured Interview** this month is 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. We are honored to provide this first glimpse into his personal history, which also parallels the early development and growth of the project management professional field. Don't miss this opportunity to read a fascinating story and some real PM history.

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.

“Principles of Top-Down Quantitative Analysis of Projects - Part 2: Analytical Derivation of Functional Relationships between Project Parameters without Project Data” is a paper by **Dr. Pavel Barseghyan** of Plano, Texas and Yerevan, Armenia. According to Pavel, “Modern quantitative project management is based entirely on the relationships obtained by the bottom-up processing of project data. Using these relations for the estimation and planning of projects leads to large errors and, ultimately, to the failure of many projects. This state of affairs motivates researchers to seek innovative ways to address these issues. The purpose of this new direction of research is to find innovative methods of estimation and planning of projects, which, though based entirely on the daily experience of people and common sense, but does not directly depend on the specific project data...” Dr. Barseghyan continues to make important contributions to the science of project management, and we are happy that he has chosen *PM World Today* as a publishing vehicle.

“Impact of Standards on Project Portfolio Management” is a paper this month by **Amir Hossein Fazel Bakhsheshi** and **Sara Haji-kazemi**, both graduate students at the Norwegian University of Science and technology. According to the authors, “The purpose of this paper is to find the impact of standards on Project Portfolio management and its importance for project management practitioners. For this purpose this work compares Standard Documents of Project Portfolio Management (PPM) from Project Management Institute (PMI®) and Association of Project Management (APM®) under the framework of Standard definitions...” This is an interesting paper resulting from some research on the topic by the authors, and well done.

“Program Management Diversity – Opportunity or Problem?” is a featured paper this month by **Alan Stretton, PhD** in Australia. According to Alan, “There are many diverse understandings of the nature of programs, major projects, complex projects etc in the literature. Some of the most prominent of these are discussed, and a potentially controversial choice to use the descriptor ‘programs’ to include very large and/or complex projects is adopted in this paper. Literature on program management is both diverse, and widely dispersed over a great variety of publications. It is noted that there appears to be a dearth of materials which aggregate and/or summarise program processes and/or practices relating to individual application areas. I know of only one (UMT 2007) and would certainly like to know about any others that exist, particularly those in the public domain...” Professor Stretton provides an interesting and very necessary discussion regarding definitions and factors associated with programs and program management, which are rapidly emerging as important topics in the project management field.

"The New Federal Project Management Credential" is a featured paper by **Michael O'Brochta**, PMP, in Washington, DC, USA. According to the author, "An important movement has begun within the U.S. federal government; for the first time ever civilian employees have the opportunity to earn a certification in project and program management that was created specifically for them. This new certification credential, the Federal Acquisition Certification in Program and Project Management (FAC-P/PM) has been put in place by the Office of Management and Budget (OMB) because according to the April 25, 2007 OMB memorandum for Chief Acquisition Officers from the Administrator of the Office of Federal Procurement Policy 'Well-trained and experienced program and project managers are critical to the acquisition process and the successful accomplishment of mission goals'.." If you are working for a government agency or department in any country, this article by one of the principal authors of the new credential should be of interest.

One **Case Study** is included this month. ***"Transforming the Project Management Culture within the Ministry of Interior, Kingdom of Saudi Arabia"*** is by **Abdullah Tamimi**, Assistant Planning Manager in the Saudi Arabian Ministry of Interior's National Information Center (NIC). This paper tells the story of how the organizational culture within the NIC was transformed to support excellence in project management. The lessons from the largest country on the Arabian Peninsula can apply in many other organizations around the world.

PM Advisories (formerly PM Tips & Techniques) are advisory papers by project management consultants, experts, trainers and organizations who share practical advice for solving problems or addressing project management related issues. Six advisory papers are included this month, with one translated into Spanish.

Marge Combe, coach/consultant with Vernal Management Consultants, LLC in the USA and former PMI board member, has contributed an interesting paper entitled ***"Emotional Intelligence! Key Differentiator for Successful Project Managers."*** According to Marge, "In 1995 Dr. Daniel Goleman wrote a groundbreaking book titled 'Emotional Intelligence' that pointed out that emotional intelligence is as important – and arguably more predictive of success – as native I.Q. and technical skills combined. Thirty years of research backs Goleman's assertions, and demonstrates that, like technical skills, emotional intelligence can be learned and can be a strong differentiating factor in people's success in their work..." This is the first article in a series on Emotional Intelligence for Project Managers that we are expecting from Marge Combe this year.

Michael Szwarc, a project manager for GreenRoad in Israel, has contributed ***"Maintaining Resources in a Project – From Threat to Opportunity"***. According to Michael's introduction, "The basic role of a project manager is to reach the project objectives while maintaining the given resources. There are two main methods for maintaining the resources: (a) To prevent resource deviations in

advance; or (b) To react correctly to local deviations – in a way that will not affect the overall project resources. In this article I will present an additional strategy: utilizing the potential for improving processes during the project itself.” This is practical advice from a practicing project manager.

Dr. Karen McGraw, Founder & Chief Knowledge Officer at Cognitive Technologies in the USA, has authored an advisory article entitled “***Improving Project Success Rates with Better Leadership.***” According to Karen, “Factual and anecdotal evidence confirms that IT investments are inherently risky. On average, about 70% of all IT related projects fail to meet their on-time, on-budget objectives to produce the expected business results... In this article, we will discuss that the root cause for many of these common failure points is really the ability to *lead* projects, not just manage them...” Why has leadership arisen as a key element of project management in recent years? Dr. McGraw sheds more light on this topic.

Greg Vukasovic, Principal at Moorhouse Consulting in the UK, has contributed a paper entitled “***Programme Manager in Chief - Lessons in Managing Complex Change from the Obama Campaign.***” According to Greg, “If there is a news story of recent times with its share of lessons for project and programme managers, it surely is the US presidential campaign of Barack Obama – a master class in how to eat the proverbial (or in this case, Republican Party) elephant piece by piece. Obama and his team can credit much of their success to the application of five key principles, which are relevant to any programme manager tasked with the impossible...” Stories from and analysis of the historic 2008 US presidential election will not end soon, but this article highlights some of key points from a PM perspective. Well done, Greg!

Michelle LaBrosse, well-known project management consultant and training specialist in the USA, is back with an article entitled “***Spring Cleaning for the Soul***” According to Michelle, “May is here, and with everything going on in the world, I think it’s time for Spring Cleaning of a different kind. Instead of sorting through old files and going through your closets, how about taking a look at what’s weighing you down in your life and what’s holding you back?...” Michelle’s articles are always educational and entertaining, and this month is no exception. This month’s article is again available in both English and Spanish, thanks to **Roberto Toledo Rodríguez**, MBA, PMP® of Alpha-Consultoria in Mexico City. We want to thank Mr. Toledo for his translation again this month.

Quang Ton, international correspondent for PMForum in Houston, Texas, USA, has authored “***Buying a Home: An Example of Project Management.***” Here is an example of how to apply project planning and management techniques to major personal projects. Good idea! If you are planning to buy a house, please read this article, then send us your reaction.

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 "***The Two Most Useful Earned Value Metrics: the CPI and the TCPI.***" A paper by **Quentin W. Fleming** and **Joel M. Koppelman** in the USA. The paper was originally published in the December 2008 issue of *Crosstalk*, and the Spring 2009 edition of the *Measurable News*, published by the PMI College of Performance Management (PMI-CPM). The authors are leading experts on the topic of earned value management (EVM), a topic of growing interest throughout the world of program and project management.

Three **Book Reviews** are included this month. **Charles Rockson** has provided a review of "***Results Through Relationships***", a book written by **Joe Takesh**, published in the USA by John Wiley & Sons in 2008. **Randy Gannoe** has provided a review of "***Cheetah Know How***", a book written by **Michelle LaBrosse** and **Carey Earle**, published by Maklaf Press in the USA in 2008. **Dr. James Brown** has provided a review of "***Scrappy Project Management***", a book by **Kimberly Wiefling** and published in the USA by Happy About publishers in 2007. Mr. Rockson and Mr. Gannoe 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:

- **Ana Maria Rodriguez** in Rosario, **Argentina** – in "*Project Management News from Argentina*" discusses project management professional developments at the PMI-Buenos Aires Chapter, and the Mendoza and Rosario branches. (English & Spanish)
- **Jüergen Oschadleus** in Sydney, **Australia** – in "*Project Management Update from Sydney*", describes several upcoming project management

educational and professional events, as well as several big interesting local projects. (English)

- **Peter Mello** in **Brazil** – in *"Project Management News from Brazil"* has authored an essay entitled *"Toss a coin! Maybe you will get some good project management in Brazil."* (English)
- **Jouko Vaskimo** in Helsinki, **Finland** – in *"Project Management Update from Finland,"* provides a summary overview of the upcoming 23rd IPMA World Congress in Helsinki in June. (English)
- **Manfred Rieck** in Wiesbaden, **Germany** – in *"Project Management News from Germany,"* briefly describes the project management landscape in the country and provides a snapshot of activities at PMI chapters around the country as well as at GPM, the German PM Society. (English)
- **Ammar Mango** in Amman, **Jordan** – in *"Report on Projects and Project Management in Jordan,"* describes the recently completed gathering of world leaders in *"World Economic Forum in the Middle East – Held at 300 Meters below Sea Level."* (English)
- **O. Chima Okereke**, PhD, in Port Harcourt, **Nigeria** – in *"Report on Projects & Project Management in Nigeria,"* discusses threats to power in Nigeria that might result from a new dam project in neighboring Niger. Chima discusses several dams and hydro-electric plants on the Niger River, and the importance of the power sector to Nigerian economic development. (English)
- **Florin Gheorghiu** in Bucharest, **Romania** – in *"Current Standing of Project Management in Romania – Caught Between Cutting Costs & Growth!"* discusses the difficult time faced by project managers in the country's difficult economy. (English)
- **Jaycee Kruger** in Gauteng Province, **South Africa** – in *"Project Management News from South Africa"*, provides a brief report on developments at PMSA and the PMI South Africa Chapter, and mentions three new project management qualifications registered by the South African Qualifications Authority. PMSA has also launched a "Young Project Managers Group" a major new development for those under age 35. (English)
- **Alfonso Bucero** in Madrid, **Spain** - in *"Project Management in Spain: Monthly Report,"* describes a Project Management Day event sponsored by Cajasol Studies Institute in Seville, and highlights from PMI Madrid chapter representatives' experiences at the recently completed PMI Global Congress – EMEA in Amsterdam. –with great photos! (English & Spanish)

- **Ahmet Taspinar** in Istanbul, **Turkey** – in “*Project Management News from Turkey*” describes the successful DYNAMICS 2009 conference recently completed in Istanbul, and provides news from IPYD, the Istanbul Project Management Association. (English)
- **Miles Shepherd** in the **United Kingdom** – in “*UK Project Management Roundup*”, asks the question: “Are you a wise project manager?” The report provides additional good discussion of governance and ethics, as related to project management. (English)
- **Ted Koval** in Omaha, Nebraska, **USA** – in “*Project Management Update from Omaha*,” provides a summary of the recently completed PMI Region 2 Spring Leadership Meeting in South Bend, Indiana. (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 extend a warm welcome **Luis Fasano** in Panama City, Panama who was named an International Correspondent for PMForum and *PM World Today* on Mat 12, 2009. Mr. Fasano also owns and operates Haxis Consultoria, a Panama-based Consulting company focused in Project Management Services. Mr. Fasano has 17 years of experience in the fields of technology and computer science, and 8 years of experience in positions related to Project Management. Most of his experience is related to technology integration and implementation of Information Systems such as CRM, ERP, PMIS. He has participated in government projects financed by the Inter American Development Bank (IADB), the United Nations Development Program (UNDP) and the World Bank, and has handled 3 offices of projects for local consultants and governmental offices. Luis Fasano is an Engineer in Computer Systems from the Technological Institute of Monterrey (ITESM); he has achieved a Masters Degree in Computer Science also from ITESM and a Masters in Business Administration (MBA) from the University of Notre Dame, USA. He is PMP certified and has been part of the educational body of institutions like the Inter-American University and University of Louisville. Luis is a Project Management Specialist for the IADB in their initiative of realignment of their local programs. Luis is also currently the President of the PMI Panama Chapter. Please see the article about Artur in the PM Community News section of this edition of *PM World Today*.

We want to welcome a new sponsor this month, **Microsoft Project**, which is actively promoting Microsoft's Enterprise Project Management (EPM) solutions in the UK now. Click on their banner ad to check out this new development.

As you may have noticed, along with the standard sponsor icons we introduced banner advertising on www.pmworldtoday.net this year. 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 editor@pmforum.org.

We want to thank our ongoing sponsors again 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 www.pmworldtoday.net. If your organization is interested in sponsoring the global *PM World Today* eJournal please contact editor@pmforum.org.

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Good luck with your projects!

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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*