

PM WORLD TODAY – JULY 2010

Editor's Perspective on the Current Edition

By **David L. Pells**
Managing Editor

Welcome to the July 2010 edition of *PM World Today*. Since 1998, *PM World Today* has provided 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 or paper 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, including several in Spanish. *PM World Today* is an educational and informative resource for PM professionals worldwide. 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 "**Deepwater Horizon: Lessons from the BP Project Failure and Environmental Disaster in the Gulf of Mexico – Part I**". In (English). On April 20, 2010, when drilling at the Macondo Prospect, an explosion occurred on the Deepwater Horizon, an ultra-deepwater semi-submersible offshore oil drilling rig owned by BP Plc, a British oil giant. The explosion was caused by a blowout, killed eleven crewmen and ignited a fireball whose flames were visible from 35 miles (56 km) away. The resulting fire could not be extinguished and, on April 22, 2010, Deepwater Horizon sank, leaving the well gushing at the sea floor and causing the largest offshore oil spill in United States history. As of the end of June 2010, oil was still gushing and spreading through the Gulf of Mexico, killing or otherwise damaging sea life, seashores and wildlife in the US states bordering the Gulf; disrupting fishing, tourism and other industries for thousands of square miles; and causing many other negative results. The affects have been widespread; many lessons have already emerged, many more will do so over coming months and years. This month's editorial looks at this project disaster from several different angles, exploring some PM lessons and considering some broader implications. This was my chance for some early comments; now it's your turn to weight in. Please send comments to editor@pmforum.org. (English)

Five **Letters to the Editor** are included this month. **Russ Archibald** in Mexico and **Amy Dugan** in Ohio wrote to comment on the June editorial about former US President Bill Clinton's upcoming appearance at the PMI Global Congress in October.

Rita Haygood in the Philippines sent a touching email regarding the recent death of her mentor in construction management, **Antonio Tensingco**, who was a student of the late **John Fondahl** at Stanford University. **Isaac Narwaya** in Rwanda also provided a heartfelt response to the June tribute to **Rita Mulcahy**. Finally, **Kristi Baldwin** in Pennsylvania contacted us with a question about the number of projects that any one project manager can or should handle, which we are passing on to our readers for ideas. If you have a comment or reaction to anything in this month's edition, please send an email to editor@pmforum.org.

Columns – a monthly series of papers on special topics, was launched in December 2009. This month, we provide another article on the topic of **Construction Project Scheduling: Issues and Controversies** by **Earl Glenwright**, well known project scheduling expert in the USA. We also include another article in the **Advances in Project Management** series, this one by Professors **Ralf Müller** and **Rodney Turner**. An introduction is again provided by Prof **Darren Dalcher**, special editor for this series of articles by authors of books in the Advances in PM series published by Gower in the UK, also edited by Prof Dalcher.

"Planning Ahead: Scheduling Framework Preparation" is the article in the series on **Construction Project Scheduling** by **Earl Glenwright**. According to Earl, *"As construction projects become larger and more complex, with increasingly severe cost and time restraints, risk of success becomes marginal at best without adequate pre-construction detailed work and scheduling planning... Construction is notorious for its lack of schedule planning because Contractor's have a limited time period after Award to submit their Work Plan and Schedule. Since they have no assurance that they will be the successful bidder, they do not expend the resources required for the schedule planning effort... While the preparation of the Schedule Framework should have been done prior to putting out a project for Bid, most often it has not been..."* If you are involved with construction scheduling, or interested in this topic, please read the article, then let us know if it is useful. (English)

"In search of project leadership" is Prof Dalcher's introduction to this month's series article by Müller and Turner. According to Darren, *"Leadership is often shrouded in mystery. It has a lot to do with facing dilemmas and overcoming challenges. Leaders search for opportunities and rewards that can reflect the intentions and desires of their organisations, thereby offering the inspiration to others to follow and deliver... Our most recent column made a case for a new kind of project risk leadership: a more inclusive approach that embraces uncertainty and unpredictability in the search for a better future. A similar case can be made for skilled project leadership. Yet, while the concept of project management is well understood, there is very little guidance on project leadership and even less understanding of what it takes to develop good project leaders..."* Once again, Darren has set the stage for another breakthrough article in the Advances Series. (English)

"Project Oriented Leadership" by Dr Ralf Müller and Prof Rodney Turner is this month's paper in the **Advances in Project Management** series. According to the authors, *"Leadership in projects provides guidance in direction, gives purpose and meaning to the work in the project. Management in projects makes sure that plans are developed, implementation is controlled and goals are accomplished. Both leadership and management are needed for long-term success. Leadership lights-up the flame of motivation, whereas management provides the oxygen for the flame to stay alive... A lot has been written about project management, but relatively little can be found on leadership in projects. However, all organizations, including projects, need leaders who give vision, identity, keep the stakeholders and the project team on board and make difficult decisions. Leadership by the project manager is the often overseen success factor on projects..."* Please read this short paper and let us know what you think – about the series and the article. (English)

Viewpoints articles are opinion pieces by project management practitioners, professional leaders and experts. Three viewpoints articles are included this month.

Peter Taylor, popular author of *The Lazy Project Manager* and based in the UK, has provided an article entitled **"The Birth of Project Intelligence."** According to Peter, *"There are probably as many definitions of intelligence as there are experts who study it. Simply put, however, intelligence can be described as the ability to learn about, learn from, understand, and interact with one's environment... Project Intelligence (PI) refers to the skills, processes, technologies, applications, metrics and practices used to support successful project delivery from the organisation as a whole... Project Intelligence is all about having the very best environment to nurture and deliver project success through the needed skills, processes, technologies, applications, metrics and practices. Our project managers deserve the very best support that we can give them and Project Intelligence is what they need..."* Read the entire paper and send us your reaction. (English)

Kumar Sarma, PMP, Director of Training & Business Development at IABA education of Dubai and India, has provided another interesting article entitled **"What makes an organization and its employees best in class 'forever'?"** According to Kumar's introduction, *"During my constant interaction with employees from various organizations during my training/coaching sessions, I always use to ask myself the question – why is this particular company X going down whereas another company Y producing the same product and being exposed to same market is thriving? How come people keep joining jobs and keep leaving leaders? After lots of discussions with people and self-reflection, the answer was obvious and in front of me. I would like to share it in this article. Though it would be known to many of us, it is always worth repeating the truth more than a 1000 times on what makes an organization and it's employees to be the best in class forever and not just for now..."* Please read this article and send us your reaction. (English)

Curt Finch and **April Boland** of Journyx in Austin, Texas, USA, have provided an article entitled "**Solving the Project Execution Problem: Technology Alone Won't Do It!**". According to April and Curt, "As project management technology grows in popularity, we can all assume that the problem of executing projects successfully must be solved, right? Wrong. The Standish Group has found that 68% of technology projects still failed in 2009. Does this mean that project management solutions are just a waste of time? According to a recent list of Top 10 Project Management Trends, companies are purchasing project management solutions more now than ever before... Project management technology is quite powerful and can definitely help companies achieve better results, but it is only as good as the processes and people that support it. Looking at the root causes of project failure and implementing the necessary changes that will enable the technology to work is the only way to achieve successful project execution..." Please read this interesting viewpoint and send us your reaction. (English)

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.

"Notes on Program/Project Benefits, Outcomes and Outputs" is a new paper by **Alan Stretton**, PhD in Sydney, Australia. According to Dr Stretton's introduction, "These notes first look at definitions/descriptors of program/project outputs, outcomes and benefits, and then at materials that help clarify the nature of, and differences between, these three. This is followed by a brief discussion of two aspects of program/project benefits, namely efficiency and effectiveness benefits, and tangible and intangible benefits. Then follows a short section on what the literature has to say about distinguishing between program/project benefits/outcomes and outputs. Finally, the notes set out arguments for disputing assertions by some that programs are about delivery of benefits/outcomes, whilst projects are only about delivery of outputs..." Please let us know what you think of this latest paper from one of the world's pioneers in the field of professional project management. (English)

"Similarity of Projects: Methodology and Analysis with TRANSCALE Tool" is another interesting paper by **Pavel Barseghyan**, PhD, mathematician and project scheduling expert from Yerevan, Armenia. According to Dr. Barseghyan, "Statistical methods in similarity analysis of projects and project management best practices methodology, like other statistical methods of project management, are far from meeting the requirements of the industry... In addition, comparison of projects, and in general, project management best practices methodology without taking into account the goals and objectives of projects can lead to erroneous results and undesirable consequences... Therefore, there is a need for a paradigm shift in this area, which will make it possible to use a new mathematical theory of projects for similarity analysis of projects and in the area of project management best practices... This article discusses a new methodology of project comparison and

project similarity analysis with the aid of project scaling and transformation TRANSCALE tool..." Please read this paper and let us know your opinion. (English)

"The Need for a Chief Portfolio Officer (CPO) in Organizations" is a featured paper by **Prof Dr Pieter Steyn**, founder and managing director of Cranefield College of Project and Programme Management in South Africa. According to Professor Steyn, *"A recent IBM survey found consensus amongst CEOs that organisations are bombarded by change and that many are struggling to cope with the transformation. The gap between expected change and the ability to manage the required transformation has almost tripled since IBM's previous study in 2006. CEOs are moving aggressively towards global business designs, deeply changing capabilities, and partnering more extensively. This trend has great significance for the programme approach to managing the enterprise value chain. It necessitates the introduction of cross-functional programme management structures to create synergy in monitoring and controlling operations. To succeed, CEOs and the full staff complement of the enterprise of the future need to be well versed in the principles of project, programme and portfolio management. Importantly, as programme offices in the organisational structure grow in numbers, the need for an executive position where portfolio managers report increases. It would be unthinkable that they all report to the CEO who, according to the IBM survey, is already 'bombarded by change' and 'struggling to cope'. The emergent role of Chief Portfolio Officer or 'CPO' aims to solve this problem..."* This is an interesting paper on an emerging aspect of modern PM. (English)

"Let's Build a 'Program'" is a new paper by **Bob Prieto**, senior vice president of Fluor Corporation, one of America's largest construction project management firms. According to the Mr. Prieto's introduction, *"Program Management is a growing delivery system being utilized in the delivery of large, complex CAPEX delivery programs worldwide. This paper is intended as a 'primer' showing how the owner's investment decision process, top level strategic business objectives and program execution are linked. The paper will (a) Delineate the owner's perspective and drivers; (b) Show how a program unfolds; and (c) Illustrate where the PMC can bring value... So let's build a program..."* Please read this interesting paper and send us a reaction. (English)

Student Papers are published periodically in **PM World Today** to showcase outstanding papers related to project management written by students in graduate or undergraduate programs at universities worldwide. This month we are pleased to present the winning paper from the International Student Paper Award competition presented in May 2010 at the **happy projects '10** conference in Vienna, Austria. The conference and student paper award were sponsored by the PROJEKTMANAGEMENT GROUP at the Vienna University of Economics and Business Administration.

“Sustainability in Project Management: A case study on Enexis” is the title of the award winning student paper authored by **Lilian Grevelman** and **Michelle Kluiwstra**, University of Greenwich (UK), in collaboration with Saxion University of Applied Sciences Deventer, University of Applied Sciences Utrecht and Zuyd University (The Netherlands). According to the authors' introduction, *“Enexis is a grid company, which is responsible for the development, installation, maintenance and management of the transport and distribution lines for gas and electricity... the main research question is... How does Enexis apply concepts of sustainability in their projects and project management?.. The finding was that Enexis is compared to the literature review above average when it comes to sustainability. Enexis has a lot of ideas on the subject sustainability, but the company will have to further develop and integrate the ideas in policies. In projects like construction of buildings, Enexis tries to implement sustainability in the result. Only incorporation of sustainability in project management can processes be improved...”* Please read this outstanding paper by future leaders in the project management field. (English)

PM Advisories are papers by project management consultants, experts, trainers and executives who share practical advice for solving problems or addressing project management issues. Five advisory papers are included this month, along with an introduction to a new series of articles by Russ Martinelli, Tim Raschulte and Jim Waddell.

Jim Waddell, Independent Consultant; **Tim Rahschulte**, Associate Professor at George Fox University; and **Russ Martinelli**, Intel Corporation are the authors of a new series of project management advisory articles on the broad topic of ***“Leading Global Project Teams: The New Leadership Challenge.”*** In their introduction to the series this month, the authors state *“We are pleased to present this series of articles for PM World Today focused on the subject of leading globally distributed program and project teams. The articles are extracted from portions of the book entitled Leading Global Project Teams: The New Leadership Challenge... This six-part series of articles focuses on the key concepts and tools addressed in our book as well as introduce some additional perspectives on analyzing this complex subject. Throughout the series we will specifically addresses the question, ‘How does one effectively lead global, highly distributed teams to achieve the improved business results needed to compete in today’s market?’”* Please read this and their first article in the series. (English)

“Leading Global Project Teams: Barriers & Challenges” is the first paper in the series by Waddell, Rahschulte and Martinelli. According to the paper's introduction, *“Globalization is more than simply off-shoring work or establishing government programs aimed at expanding trade. Pressures from emerging markets, converging markets, technology advances, customer demands, product sourcing options, and resource availability have stimulated globalization as a means to improve business results.^{1,2,3} Undeniably, our globe is quickly becoming a smaller, flatter, and a more level playing field on which to compete. However,*

small, flat, and level are not synonyms for easy or effective..." Please read this article and send us a comment. (English)

Dr David Hillson, well known Risk Doctor based in the UK, has provided another "Risk Doctor Briefing" entitled "**Hitting the Target First Time, Every Time.**" According to David, "Projects are risky undertakings. This is because they are usually unique and complex, based on assumptions and constraints, with a range of stakeholders, and dependent on the performance of people. Given these tough challenges, it is not surprising that some projects fail. How are we doing?.." David goes on to examine the continuing paradigm of project failures and describes four main problems, along with their solutions. Please give this short paper a good read and send a reaction to us. (English)

William Gindlesperger, CEO of e-LYNXX Corporation in Pennsylvania, USA, has authored an advisory paper titled "**Total Transparency Breeds Accountability Which Breeds Responsibility.**" Mr. Gindlesperger begins his article "*'Accountability breeds responsibility.' That is a quote from Stephen Covey, author of the best-selling book The Seven Habits of Highly Effective People. It has sold more than 15 million copies in 38 languages since first being published in 1989... His premise is the first three habits – 'Be Proactive,' 'Begin with the End in Mind' and 'Put First Things First' -- establish self-mastery, and they set the stage for the next three that call for interdependence or working together -- 'Think Win/Win,' 'Seek First to Understand, then to be Understood,' and 'Synergize.' The seventh habit is one focused on self-rejuvenation... Even though Covey wrote his best seller two decades ago, the practical applications remain timeless... management must establish full accountability and that only comes with 100% transparency. Advancements in technology and methodology make total transparency and full accountability possible today with full disclosure of individual input and the documentation of who does what, when and why...*" This is an important paper by a successful business executives and worth serious reading. Please let us know if you agree with the author and why. (English)

Meribeth Kuzmeski, author of four books, consultant and founder of Red Zone Marketing in the USA, is the author of an advisory article this month, "**Pinpointing BP's Pitfalls: Eight Ways to Reconnect After a Disaster.**" According to the author, "*For the past two months, our eyes have been glued to news of the Gulf Coast oil spill. And with each barrel that gushes into the Gulf, our anxiety and frustration rises exponentially. Much of our ire is aimed squarely at BP. With each day that passes, the oil company is buried deeper in a disaster that will surely be difficult to overcome. And what makes the situation worse is how BP has chosen to connect with the media and the public during these critical days—resorting to misleading information, poor communication, and neglect in order to dodge responsibility for the spill... In a disaster, you expect public opinion to be at its worst immediately after the event. With the BP spill, backlash has gotten increasingly worse—and continues to get worse because the company hasn't*"

communicated effectively... And it's not just BP's image that has suffered. Poor communication has also negatively affected the public's view of the government..." Please read this timely article on an increasingly important aspect of project planning, communications after a project failure. (English)

Michelle S. Vann, PgMP, PMP, a Senior Project/Program Manager for AT&T Global Strategy & Transformation in the USA, is the author of "***Important Aspects of Communications for Virtual Teams.***" According to Michelle, "*In many companies, we're virtually-located across the globe. Conference calls, e-mails, and shared websites are key communications tools. We strive to make the best use of everyone's time as we plan, verify, monitor and control the progress of the project... One of the most important aspects and best examples of communications for virtual teams is the conference call or virtual meeting. This article will examine the important aspects of communications for virtual teams by focusing on the communication method that utilizes many different skills—a conference call. ...*" Please let us know if this article was helpful, or what you might add. (English)

Three **Book Reviews** are included this month. **Yi-Hsiu Jenny Chen** from Taiwan has provided a review of "***Project Management Circa 2025***", edited by **David I. Cleland, Ph.D.** and **Bopaya Bidanda, Ph.D.**, published by the Project Management Institute (PMI®) in the USA in 2009. **Buck Field** in Chile has provided a review of "***Delivering Project Excellence with the Statement of Work, 2nd Revised Edition***, authored by **Michael G. Martin**, PMP and published by Management Concepts in the USA in February 2010. **Kathryn Phillips** in the USA has provided a review of "***Achieving Project Management Success in the Federal Government***", authored by **Jonathan Weinstein**, PMP® and **Timothy Jaques**, PMP®, published by Management Concepts in the USA in 2010.

Chen, Field and Phillips are alumni of the **Graduate Program in Project Management at The University of Texas at Dallas** (The 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 and projects, and personal experiences or perspectives. These reports provide a multi-cultural snapshot 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:

- **Jüergen Oschadleus** in Sydney, **Australia** – in “*Project Management Update from Sydney*”, discusses the launch of the new eJournal – The *Journal of Project, Program & Portfolio Management*; recent AIPM and PMI events in New South Wales; the upcoming AIPM national conference in October and PMI events in Sydney in July and August; and other news of interest to project managers, including updates on several major projects. (English)
- **Claudia Weninger** in Vienna, **Austria** – in “*June 2010 in Austria*”, discusses two major PM research projects underway; results of the recently completed *happy projects '10*, “*Projects & Sustainability*” conference in Vienna, including student paper awards; results of the PMUni workshop in Vienna on 26 May; and latest news from Project Management Association Austria (pma). (English)
- **Jaime Videla** in Santiago, **Chile** – in “*Project Management Update from Chile*”, discusses latest news from the PMI Santiago Chile Chapter, including new officers elected and a newly established project of the year award; news from big local projects; and Chile’s national Financing Plan for Reconstruction and Growth . (English)
- **Ammar Mango** in Amman, **Jordan** – in “*Project Management Update from Amman*” briefly describes Marsa Zayed, one of the largest real estate development projects in the region, being constructed in the city of Aqaba and expected to generate over 15,000 jobs. (English)
- **Isaac Nyarwaya** in Kigali, **Rwanda** – in “*Project Management Update from Kigali*,” describes some recent PM training and certification events in Rwanda; a unique aspect of development projects in the country; and other general information affecting projects and PM in Rwanda. (English)
- **Prof Andrej Skarabot** in Ljubljana, **Slovenia** – in “*Project Management Update from Slovenia*,” describes the recently completed annual Project Management Forum for the Slovenian Project Management Association in Velenje, which had three streams, nearly 100 participants and good results. (English)
- **Alfonso Bucero** in Madrid, **Spain** – in “*Project Management in Spain: Monthly Report*”, provides updates from the PMI Madrid Chapter and the Spanish Project Management Association. (English & Spanish)
- **Ahmet Taspinar** in Istanbul, **Turkey** – in “*Project Management News from Turkey*,” briefly describes recent PMI Turkey Chapter elections; recent elections and activities at the Istanbul PM Association IPYD; the upcoming

IPMA World Congress in November; and Istanbul's celebration as The Cultural Capital of Europe for 2010. (English)

- **Philip Smelt** in Lincolnshire, **UK** – in “*Project Management Update from East Midlands*”, provides news about a recent apm branch meeting in Sheffield; July events at the Centre for Project Management at Leeds Metropolitan University; upcoming PM events on 6th and 9th July; an appearance in Newcastle by apm Chief Executive Andrew Bragg on 21st July; and the potential impact of budget cuts by Yorkshire Forward, a regional development agency. (English)
- **Miles Shepherd** in Salisbury, **UK** – in “*UK Project Management Roundup*”, discusses in shift in attention from the recent elections to budget issues, and impact on programmes and project of substantial cuts. He also discusses some recent legislation regarding bribery liability in the UK that might affect managers of overseas projects, a newly announced project to study the bees problem, and plans for an apm body of knowledge update. (English)
- **Quang Ton** in Houston, Texas, **USA** – in “*Project Management Update from Houston*”, briefly describes the recently completed 2010 PMI Houston Conference & Expo, under the theme “*Optimize Business Results through Innovative Project Management Practices*”, which took place during 14-16 June 2010 at the George R. Brown convention center. (English)
- **Henry Mkhwananzi** in Harare, **Zimbabwe** – in “**Zimbabwe Project Management Roundup**”, provides a political and economic environment update; an update on some major commercial and government projects underway in the country; news of the newly formed Project Management Institute of Zimbabwe (PMIZ); and a brief description of an important ‘train the trainer’ workshop sponsored by PMIZ in Harare in May. (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 announcements and news about upcoming PM conferences are presented. We hope all of these stories are interesting and informative.

We want to welcome **Maria del Roble Treviño**, PMP, MAC as a new International Correspondent for PMForum and **PM World Today** in Monterrey, Mexico. Maria is an Architect with a Masters of Science degree focused on Project Management from the Monterrey Institute of Technology, one of the leading technological universities in Mexico. She is a certified PMP since 2006. Maria has 13 years of experience managing projects of different types like: consulting, manufacture, PMO, organizational change, business development and training programs on Project management competencies. Maria is a Senior Trainer at Escala of the Escala

Method^{MR}. She has trained groups of directors and managers all over the Republic of Mexico delivering in-company programs and public seminars as well. She has published articles in local magazines like Quierescasa.com, HRE and BCM. She has managed the ESCALA EDUCATION business unit since 2001. See the story with Maria's introduction in the PM Community section this month.

We want to also welcome a new sponsor this month, **The University of California at Berkeley Extension Program** (USA), and to thank our other sponsors this month which include **Chronicle Graphics** (USA), **Cranefield College** (South Africa), the Graduate Program in Project & Programme Management at **SKEMA** (France), **IPMA** (Switzerland), **Palatine Group** (USA), **PMGuruOnline** (India), **PMO Projects** (Portugal), **Program Management Academy** (USA), **The APM Group** (UK), The Graduate Program in Project Management at **The University of Texas at Dallas** (USA), **The University of California – Irvine Extension** (USA), and **Wiley Publishing** (USA).

We are happy that project management organizations around the world find value in associating with PMForum and ***PM World Today***, one of the world's most global online project management publications. Please click on sponsors' logos and visit their websites. Sponsors receive visibility and publicity in ***PM World Today*** (Table of Contents emailed to thousands worldwide each month), and on www.pmworldtoday.net. Along with the standard sponsor icons, we also offer banner advertising on www.pmworldtoday.net. While we regret the addition of banner ads, we need to cover operational costs. If you are interested in sponsorship or banner advertising, please contact editor@pmforum.org.

Thank you for your subscription, and for reading the articles, papers and stories submitted by authors and correspondents around the world this month. We remain excited about the world of project management and the future of this online publication. Please forward 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
www.pmforum.org
www.pmworldtoday.net



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 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.