




Topic	Information
Presenter Name	Mark Kozak-Holland
Series	 <p><i>This series uses relevant case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then harvests the lessons learned on these past projects and applies them to today's projects.</i></p>
Presentation Title	Churchill's Adaptive Enterprise: Lessons for Business Today
Summary Description of Presentation	<p>Winston Churchill is widely regarded as one of the greatest leaders of the 20th century. But as he became Prime Minister in May 1940, in a period of calamitous change, what did he actually do that we can learn from today? How did he transform his organization to turn his perilous situation around? Churchill was a Project Manager as well in the modern sense driving a project to completion.</p> <p>This presentation looks at Churchill as a PM managing the UK in the Summer of 1940. It describes the strategies he took to overcome incredible odds. First, he had to move the peacetime economy to one that could support a war. This meant unifying a disparate economy, and directing its output into immediate military use. Second, he had to stave off an imminent enemy invasion. So with very little time Churchill put together a project to deliver a solution that in turn transformed his organization to the modern-day equivalent of an Adaptive Enterprise. The solution could adapt to changing circumstances and leverage slender resources onto the immediate threat.</p> <p>Likewise business people today are grappling with an unprecedented level of change adversely impacting their organizations at different levels namely at the enterprise, business unit, or project. This historical analysis is done through a modern business and information technology lens, describing Churchill's actions and strategy using modern business tools and techniques. Aimed at project managers and architects, the presentation extracts learnings from Churchill's experiences that can be applied to business problems today.</p>  <p>Serializations currently running in Gantthead (22 parts), PM Forum Today (16 parts), and DM Review (10 parts).</p>
Learning Objectives Purpose/Benefits	<p>You will learn how the lessons learned from Churchill's administration can be applied to today's problems. The presentation juxtaposes this story to modern projects so that we can learn how Churchill:</p> <ul style="list-style-type: none"> • overcame institutionalized resistance to change, • selected his project team, • evaluated key technologies, • prioritized various initiatives, • used information to enhance decision making, • used metrics to track and guide the solution.

	Entertaining and full of intriguing historical details, the presentation helps project managers see the impact of decisions similar to the ones that they make every day. It helps explain the story and drives home some simple lessons.
Presenter Biography	 <p>Churchill's Adaptive Enterprise is from the "Lessons from History" series.</p> <p>As the author behind the series, Mark Kozak-Holland brings years of experience as a consultant who helps Fortune-500 companies formulate projects that leverage emerging technologies. Since 1985 he has been straddling the business and IT worlds making these projects happen. He is a certified business consultant, the author of several books, and a noted speaker.</p> <p>Mark has always been interested in tracing the evolution of technology and the 3 industrial revolutions of the last 300 years. Whilst recovering a failed Financial Services project he first used the Titanic analogy to explain to project executives why the project had failed. The project recovery was going to take 2 years and \$8m cost versus the original \$2m cost and 1 year duration.</p> <p>As a historian, Kozak-Holland seeks out the wisdom of the past to help others avoid repeating mistakes and to capture time-proven techniques. His lectures on the Titanic project have been very popular at gatherings of project managers and CIOs.</p>
Presenter's Authorship	The books from the www.lessons-from-history.com series have been written for organizations applying today's business and technology techniques to common business problems. <i>Lessons from the past assist projects of today in shaping the world of tomorrow.</i> The series uses relevant historical case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then draws comparisons to challenges encountered in today's projects. Kozak-Holland has contributed to far reaching series of articles on Gantthead.com, DM Review, and PM Forum today.
Presenter's Educational Background	B.Sc. with Joint Honours degree in Computer Science and Statistics 1980-1983 (University of Salford, UK).
Presenter's Company Name	HP Services, Consulting and Integration
Company's Mission	To create business solutions from emerging technologies.

Presentation and Workshop Options

Format	Length	Audience	Description
Presentation	1 hour	up to 500	Standard
Presentation	2 hour	up to 500	Extended Q&A
Workshop	4 hour	up to 50	Half day
Workshop	8 hour	up to 50	Full day