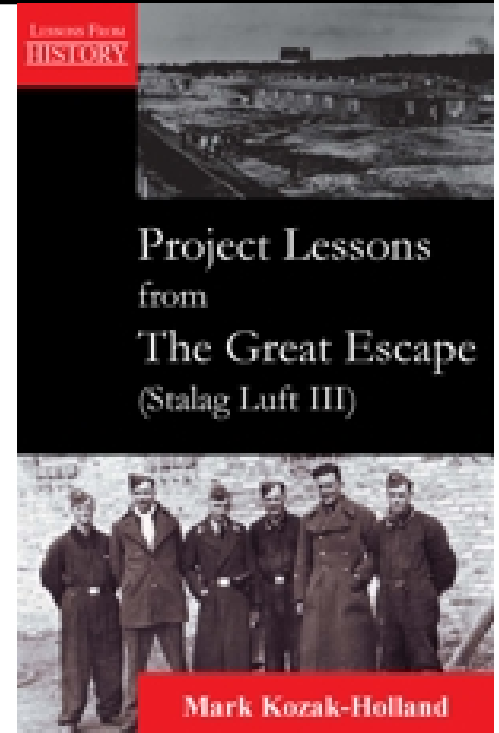


# Dedicated to Sagan's 50 and others



**Presentation to PMI  
May xx<sup>th</sup>, 2007  
Mark Kozak-Holland**



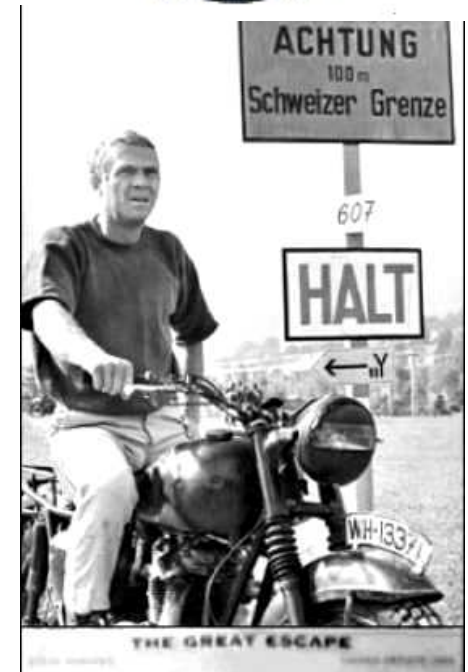
**“Lessons From the Past that Assist the Projects of  
Today to Shape the World of Tomorrow”**

**[www.lessons-from-history.com](http://www.lessons-from-history.com)**

**<http://www.thegreatescapememorialproject.com/>**

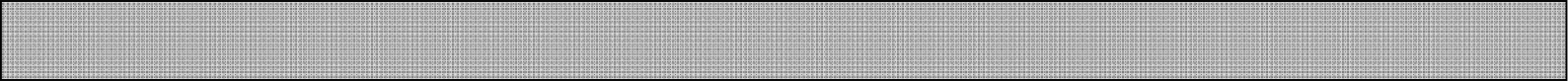
## Incredible story of mass escape of 76 PoWs from Stalag Luft III - Learning objectives

- § How it was originated and developed?
- § How complex problems were solved?
- § How it was managed and implemented?
- § Its outcome based on events in March 1944?
- § How it scores against PMBOK KAs?
- § Please prepare questions for the end.



This presentation is the property of Mark Kozak-Holland

## Table of contents

- 
- 2. Problems**
  - 3. PMBOK Knowledge Areas**
  - 4. Solutions**
  - 5. Timeline to Escape**
  - 6. Post Mortem**

## The defeated PM - what excuse is it today?

- § Intimidating scope
- § No resources
- § Time constraints
- § Uncoordinated team
- § Too many problems
- § Unclear objectives
- § Hostile groups trying to close project
- § No executive sponsor



## Imagine life as Allied Airman shot down during World War II, in a Prisoner of War (PoW) camp.

### § Bailing out

- Hostile population

### § Captured by Luftwaffe

- Interrogation
- Monitored by Gestapo

### § Behind barbed wire

- No outside news

### § Scrutinized 24 hours a day

- Continuous surveillance
- No privacy
- Communications censored

### § Length in captivity

- 1940-1944



## Consider the living conditions as a PoW

### § Climate

- -25C to +25C

### § Daily calorie intake

- Rec. 3,000, actual 1,500 - 1,900
  - Breakfast – 2 slices of bread, jam, ersatz coffee
  - Lunch - Watery soup
  - Dinner – 2 slices of bread



German Bread

### § Daily regime

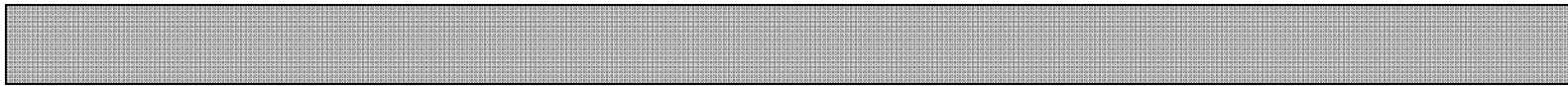
- Roll call twice, morning and night
- Boredom

### § Hygiene

- Cold water only
- Fleas lice, scabies, and bed bugs

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## 1. Background



## 3. PMBOK Knowledge Areas

## 4. Solutions

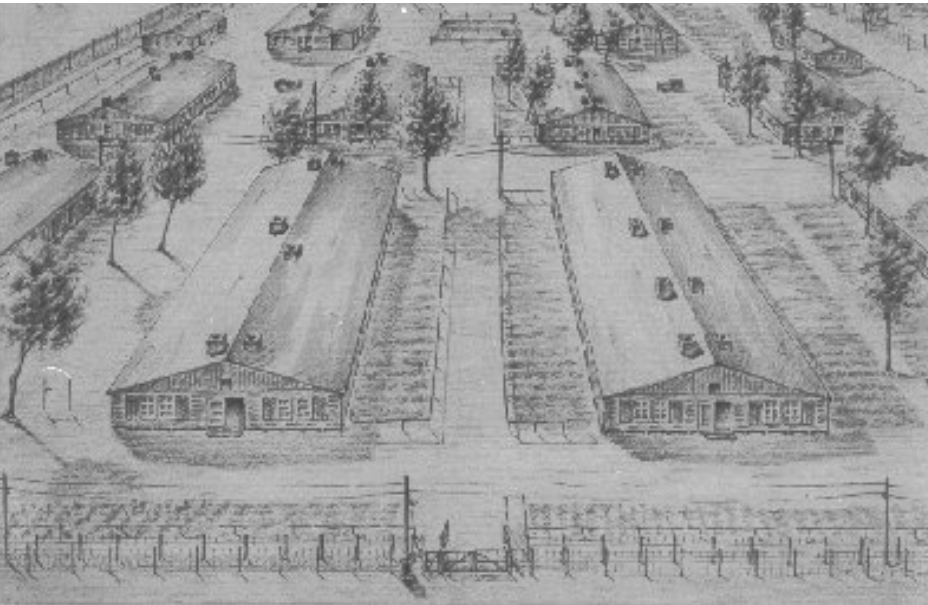
## 5. Timeline to Escape

## 6. Post Mortem

**There were almost insurmountable problems and constraints that needed to be prioritized and overcome.**

**Lessons for today – clearly state organizational challenges**

- § **Snooping “ferrets”**
- § **No where to hide**
- § **Few raw materials**
- § **No equipment or tools**
- § **Erratic food/ fuel supply**

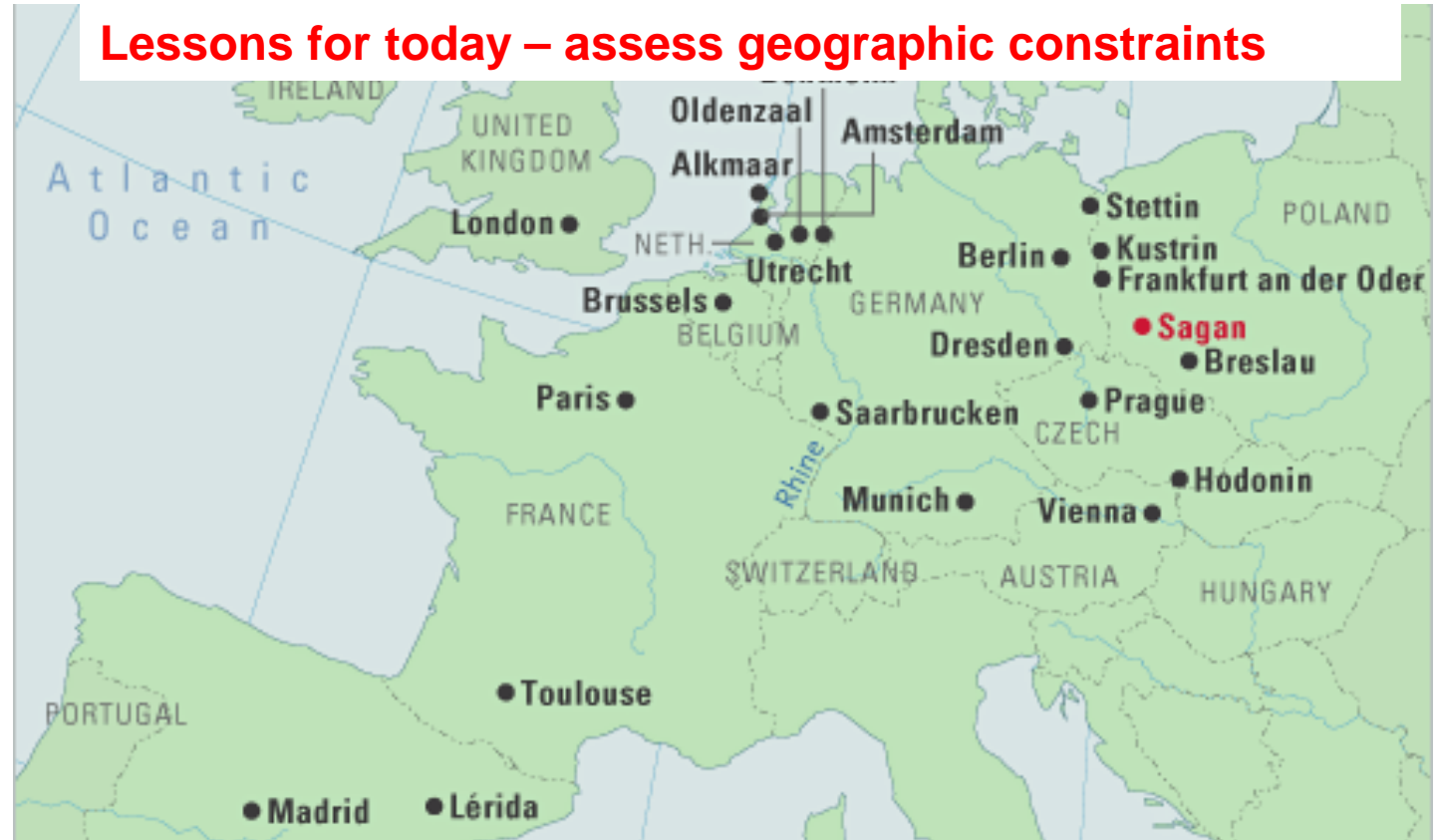


- § **Civilian clothing strictly forbidden**
- § **Foreign language**
- § **No documents, passes**
- § **Limited currency**

The first problem preventing escape was location and unknown outside world.



Lessons for today – assess geographic constraints



- § Distance to Sweden, Switzerland, Spain
- § Hermetically sealed from communities
- § Pine forest, sandy soil

The second problem preventing escape were prowling enemy guards.

## Lessons for today – assess organizational constraints

### § Guards or “Goons”

- Changed frequently, old or wounded
- 12 guards wandering the compound



### § Ferrets

- Intelligence escape specialists
- Enter any time, search no warning
- English-speaking
- Tunneling allowed to continue

## The third problem preventing escape were physical barriers around camp.

### Lessons for today – assess the physical constraints

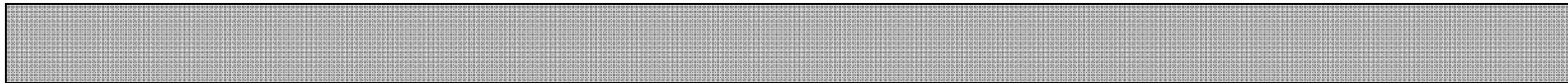
- § Search towers, flood lights
- § Trip wire, shoot zone
- § Double barbed-wire fences
- § Huts stilts
- § Seismographs - 33 feet



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**5. Timeline to Escape**

**6. Post Mortem**

**With tight security escape was thought impossible. In April 1943 PoWs were moved to the new North Compound.**

**Lessons for today “Integration Management”**

- § An intact “Escape Committee” moved in
- § Lessons from previous escapes



- § **Escapes:**
  1. Well planned and organized
  2. Well executed
  3. Change managed
- § **Beat many complex problems**

**At Checkpoint 1 the escape committee was faced with the conundrum of Return on Investment and project scope.**

**Lessons for today “Scope Management”**

Approach to escape	# of escapees	Description	Example	Resources required	Risk of Discovery
Unplanned opportunistic	1 - 2	Take advantage of presented situation	Hide in back of a truck	Low	Low
Planned, used once only	1 - 3	Escape route exposed	Cutting through wire	Med	Low
Planned, reused several	1 - 10	Escape route preserved, mass escape over period	Tunnel	Med	High
Planned, used once only	Up to 250	Escape route exposed	Tunnel	High	High



§ **Three parallel tunnels to reduce risk:**

- Shafts for 'Tom', 'Dick' and 'Harry'



The escape committee evaluated the activities, their sequencing, resources, duration and schedule.

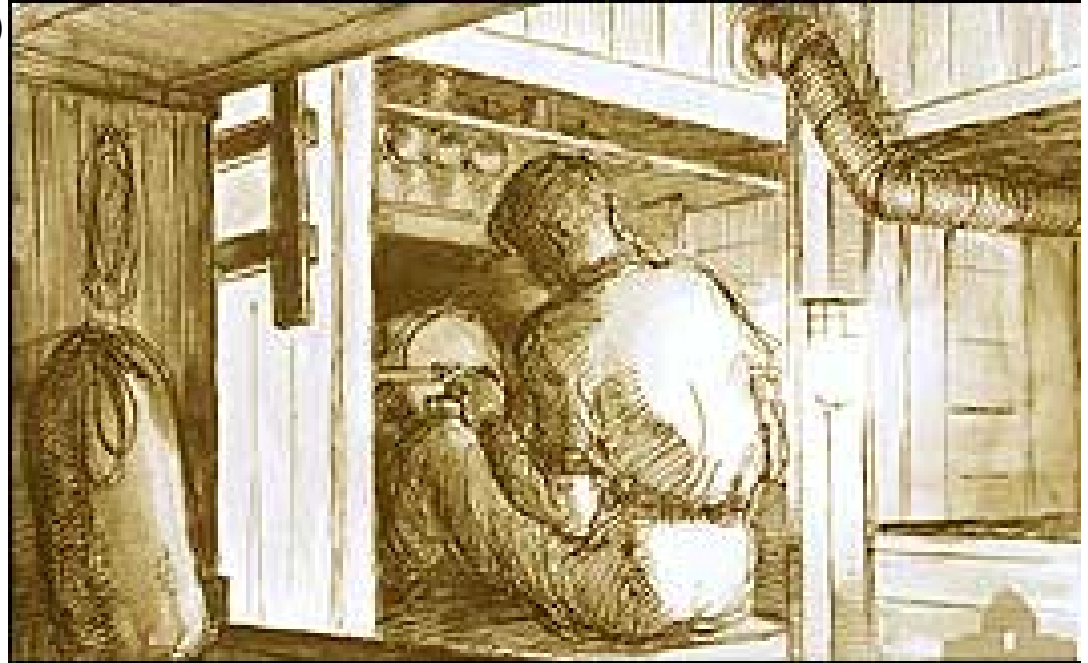
§ **Primary Activities**

1. Tunnel (engineering & sand dispersal)
2. Preparing escapers

§ **Time construct tunnel, constraints:**

- Manpower available
- Impact of seasons, climate

**Lessons for today “Time Management”**



§ **Time to prepare escapers:**

- Profiles – language, responses
- Identities, documents
- Disguises, clothes



# The escape committee evaluated available resources (Cost Estimating – Labor, Cost Budgeting, Cost Control)

## § Food and parcels

- Not seen in Germany
- Relatives sent 1 parcel/man/week or month.
- International Red Cross:
  - Clothes, shave/wash kits, food.
- Captured officers paid

### FOOD PARCELS

ONE PER WEEK PER MAN

RED



CROSS

#### BRITISH

#### AMERICAN

#### CANADIAN

Condensed Milk	1 can	Powdered Milk-16oz.	1 can	Powdered Milk	1 can
Meat Roll	1 can	Spam	1 can	Spam	1 can
Meat & Vegetable	1 can	Corned Beef	1 can	Corned Beef	1 can
Vegetable or Bacon	1 can	Liver Paste	1 can	Salmon	1 can
Sardines	1 can	Salmon	1 can	Cheese-8 Oz.	1 can
Cheese-4 oz.	1 can	Cheese	1 can	Butter-16 oz.	1 can
Margarine or Butter	1 8oz.	Margarine-16 oz.	1 can	Biscuits-soda	1 box
Biscuits	1 pkg.	Biscuits-K-Ration	1 can	Coffee-ground-8 oz.	1 bag
Beans-Dry	1 can	Nescafe Coffee-4 oz.	1 can	Jam	1 can
Outmeal	1 can	Jam or Orange Pres.	1 can	Prunes-8 oz.	1 box
Cocoa	1 can	Prunes or Raisins	1 can	Raisins-8 oz.	1 box
Tea-2 oz.	1 box	Sugar-8oz.	1 can	Sugar-8 oz.	1 bag
Dried Fruit or Pudding	1 can	Chocolate-4oz.	2 bars	Chocolate-5 oz.	1 bar
Sugar-4 oz.	1 box	Soap	2 bars	Soap	1 bar
Chocolate	1 bar	Cigarettes	5 pks.		
Soup	1 bar				

### REICH ISSUE

WEEKLY RATION

Army Bread-1 loaf	2100 grams	Soup-Oatmeal, Barley or Pea	3 times
Vegetables-Potatoes	900 grams	Cheese	48 grams
Other Seasonal	7	Sugar	175 grams
Jam	175 grams	Mare	215 grams
Meat		Salt	
Flour---on occasion			

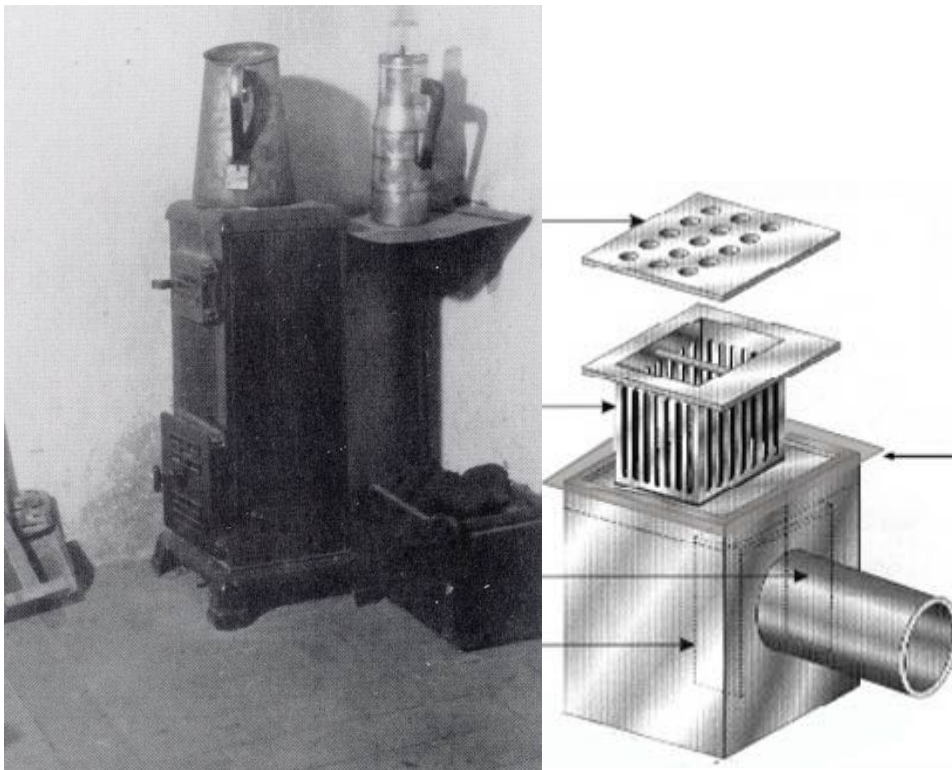
## Lessons for today “Cost Management”



The escape committee realized that mistakes were intolerable. One slip up would give the game away.

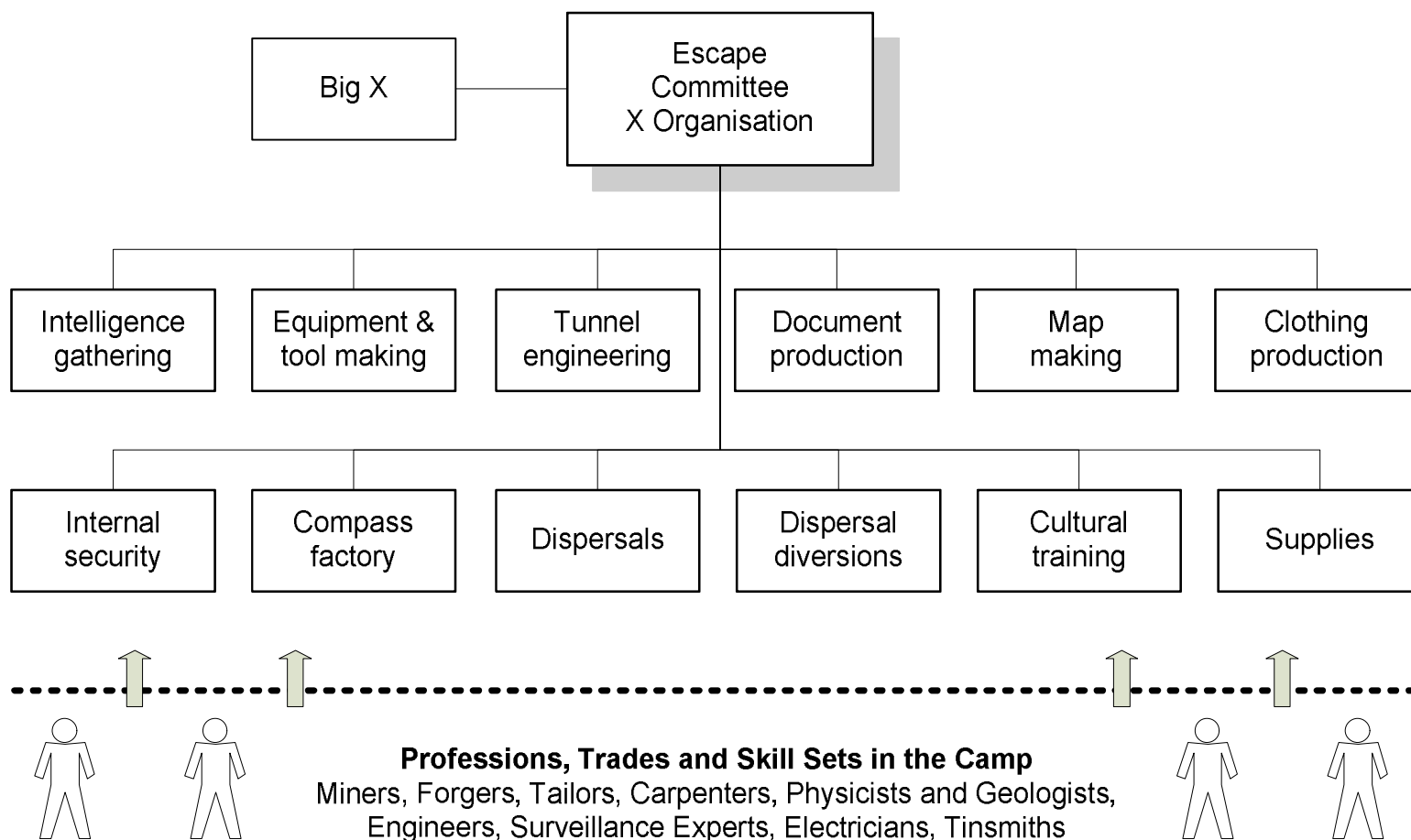
- § Concealing tunnel entrance
- § Tunnel construction, secretly & safely
- § Forged documents scrutinized
- § Clothing - meld wearer

**Lessons for today “Quality Management”, determine where quality is critical**



The escape committee created project teams to overcome the various problems based on available skill sets.

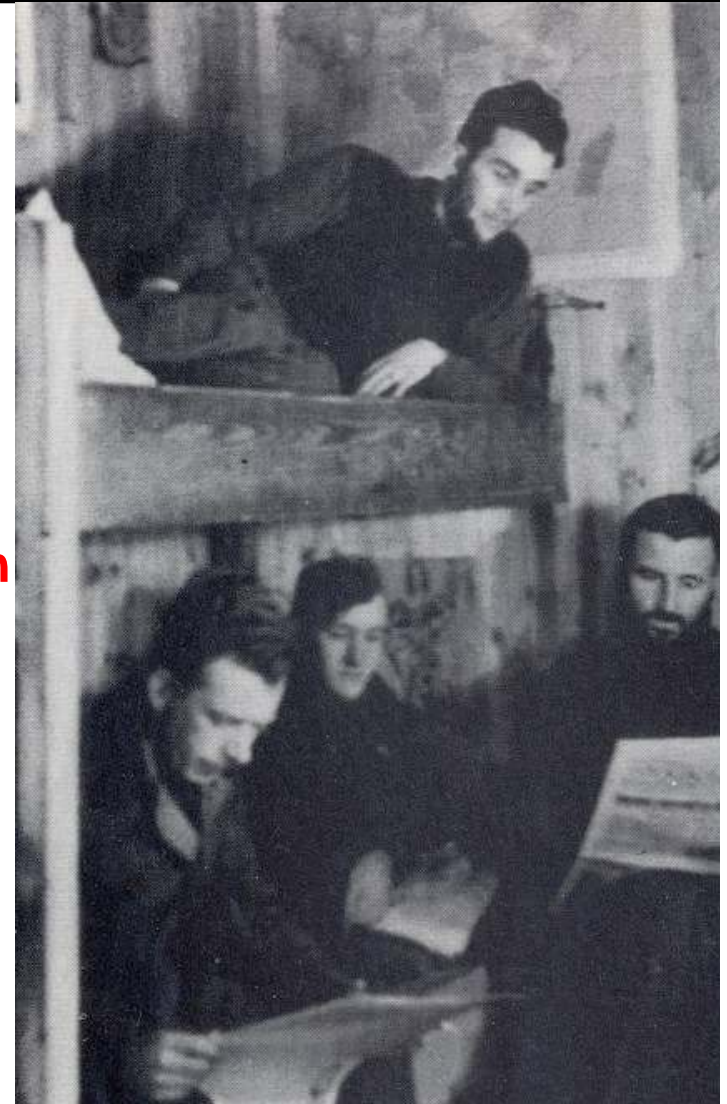
Lessons for today – pick your project team with care, “Human Resource Management”



**The escape committee communicated the plan to other PoWs to get buy-in and active participation in the project.**

- § **Compliance, adoption, communication plans**
- § **Adoption plan sell camp**
  - Contribute & support
- § **Incredible level of trust existed**
  - Impeccable security

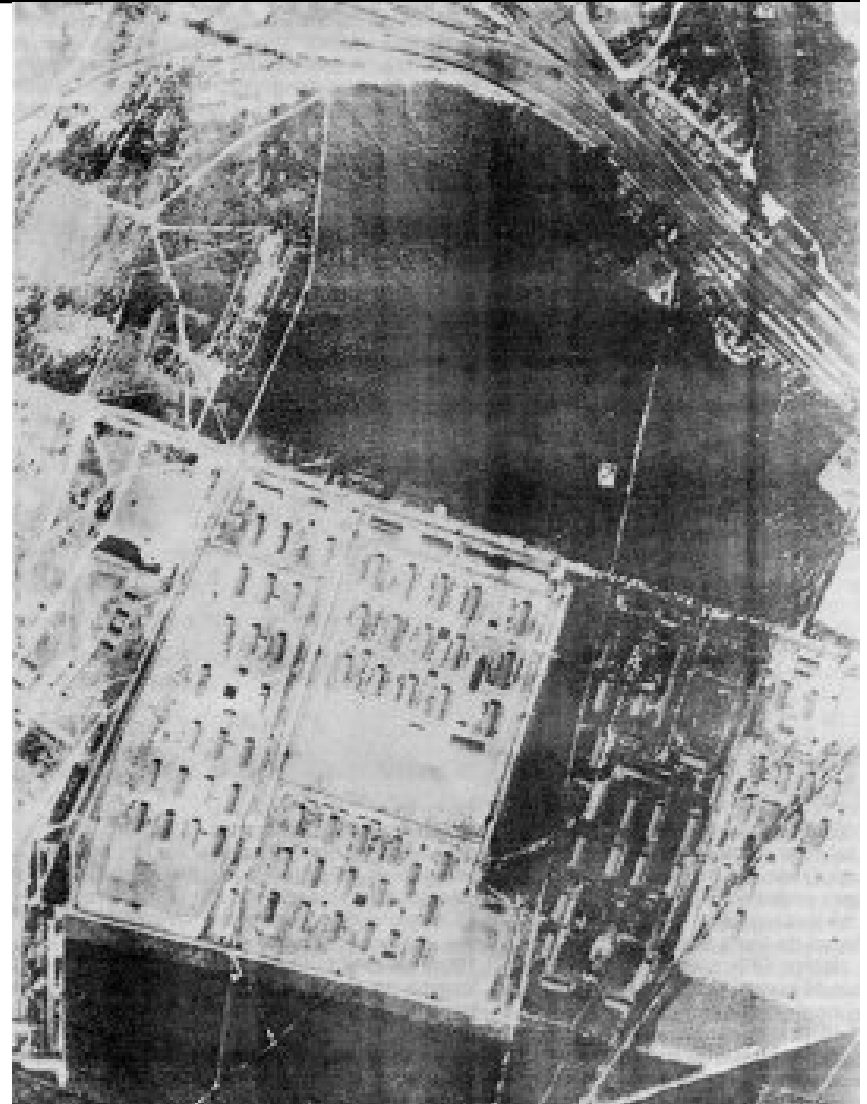
**Lessons for  
today  
“Communication  
Management”**



The escape committee assessed project risks and modified project plans to accommodate it.

### Lessons for today “Risk Management”

- § **Hiding project**
  - From nosy ferrets on danger list
- § **Discovery of tunnel**
  - Multiple tunnels built in parallel
- § **Good enough POW disguise**
  - Plausible role
- § **Escape through tunnel**
  - Without detection
- § **Getting away from camp Geneva Convention**
  - Not in uniform shot
- § **Traveling distances**
  - Forged passes & money.
- § **Survival in open**



The escape committee procured resources like tools and raw materials essential to the project.

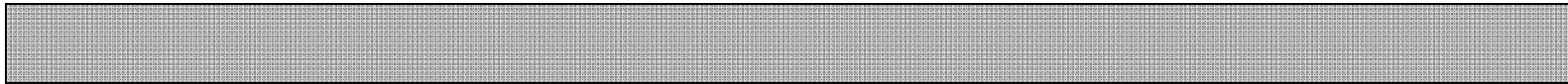
- § Liberating wire for tunnel lights
- § Visit of high ranking General
- § Food and tobacco part of procurement

Lessons for today “Procurement Management”



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## Solution to the unknown (problem 1) required Intelligence gathering

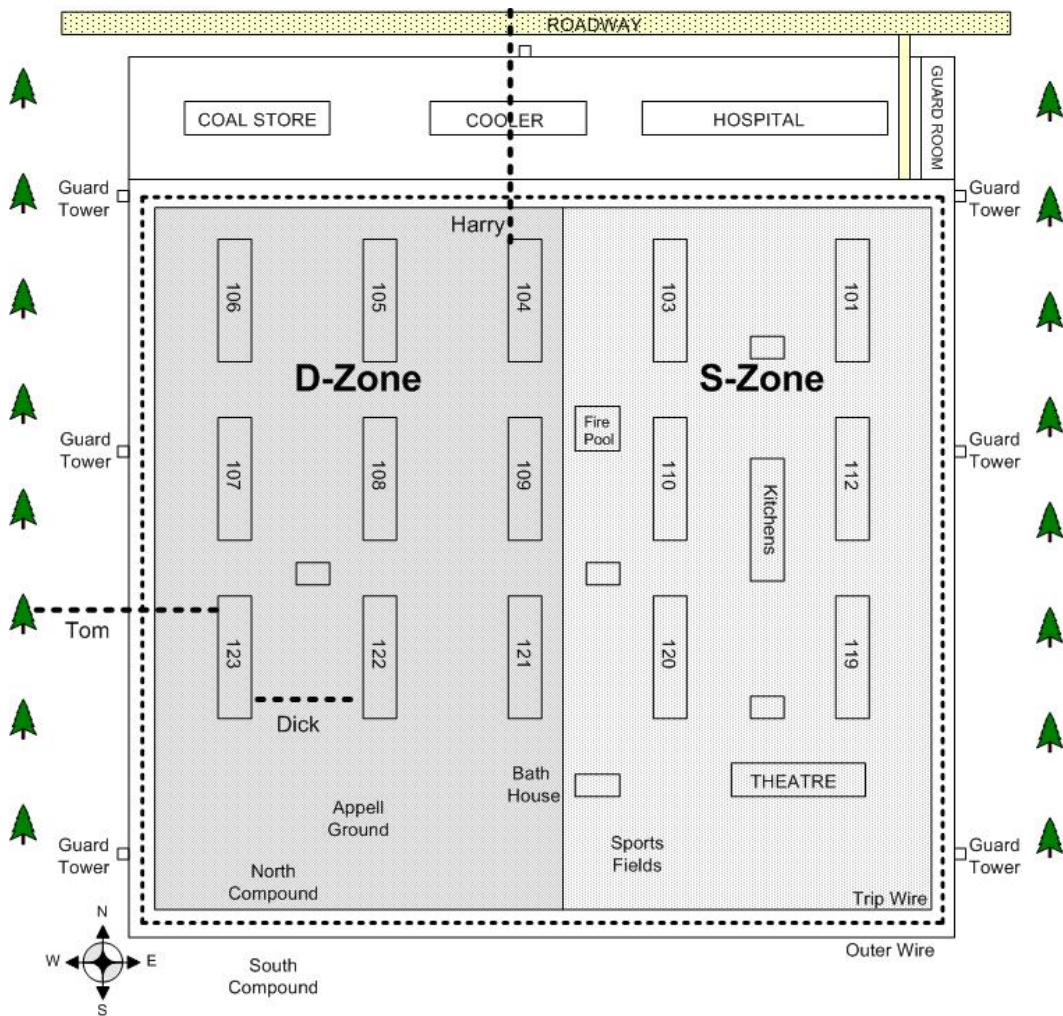
### Lessons for today – assess all options

- § Befriend guards German speakers
- § Rope in first time
- § Blackmail many times
  - Some cooperative, railway timetables, maps, & official papers
  - Guard camera & film



## Solution to prowling Guards, Goons and Ferrets (problem 2) required sophisticated internal security

**Lessons for today – leverage organizational intelligence where possible**

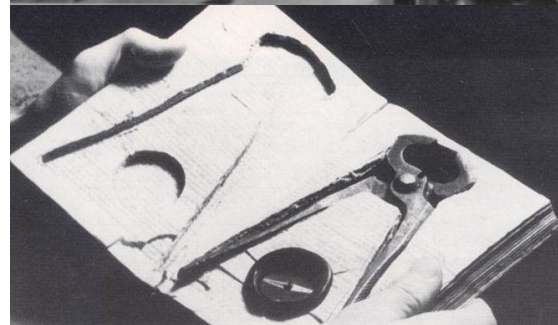


- § "Duty Pilot" system
- § Security system "stooging"
- § "Stool pigeons" 2 witness
- § Inter-camp semaphore

## Solution to physical barriers (problem 3) required equipment and tool making capability.

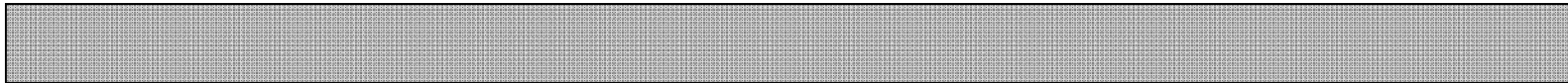
### § Manufacturing

- Spades, blades, knives, hacksaws



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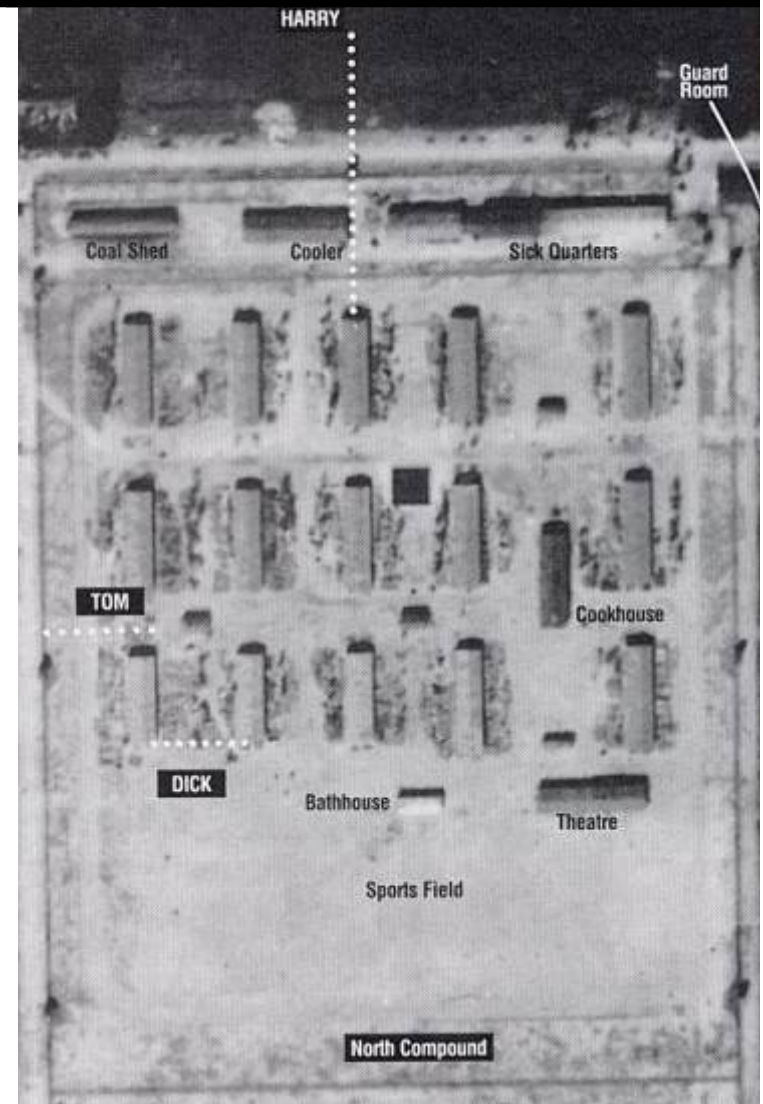
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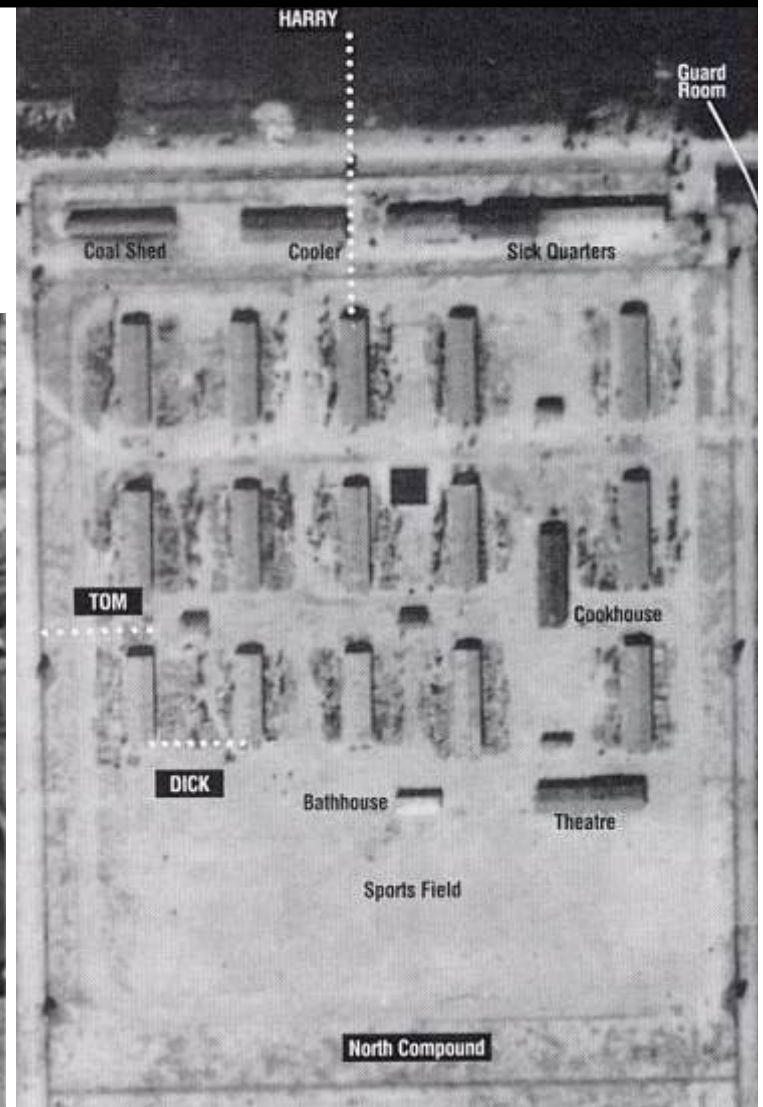
## July 1943 – construction on new camp starts

- § For US airmen robbing them of chance to escape.
- § 'Dick' abandoned.
  - Ideal for clothing, contraband, workshop.
- § Bushell put entire effort into "Tom."
- § Skills transfer to US airmen.



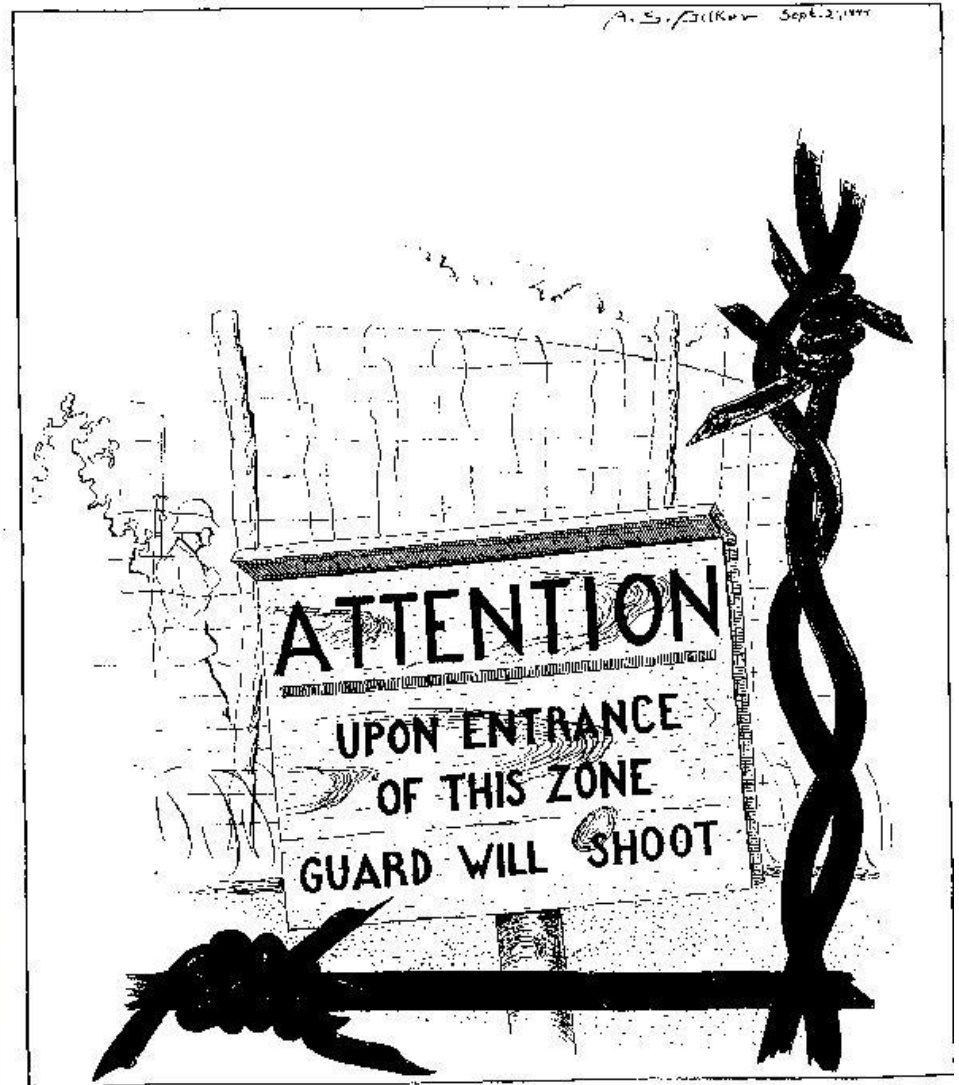
## September 1943 - Tom discovered at 85 m, only 16m short of completion. Guards surprised at its scale

- § Intelligence alerted Bushell - 2,000 bed boards plundered before count, and hidden down Dick.
- § Dick - clothing, contraband, manufacturer workshop.



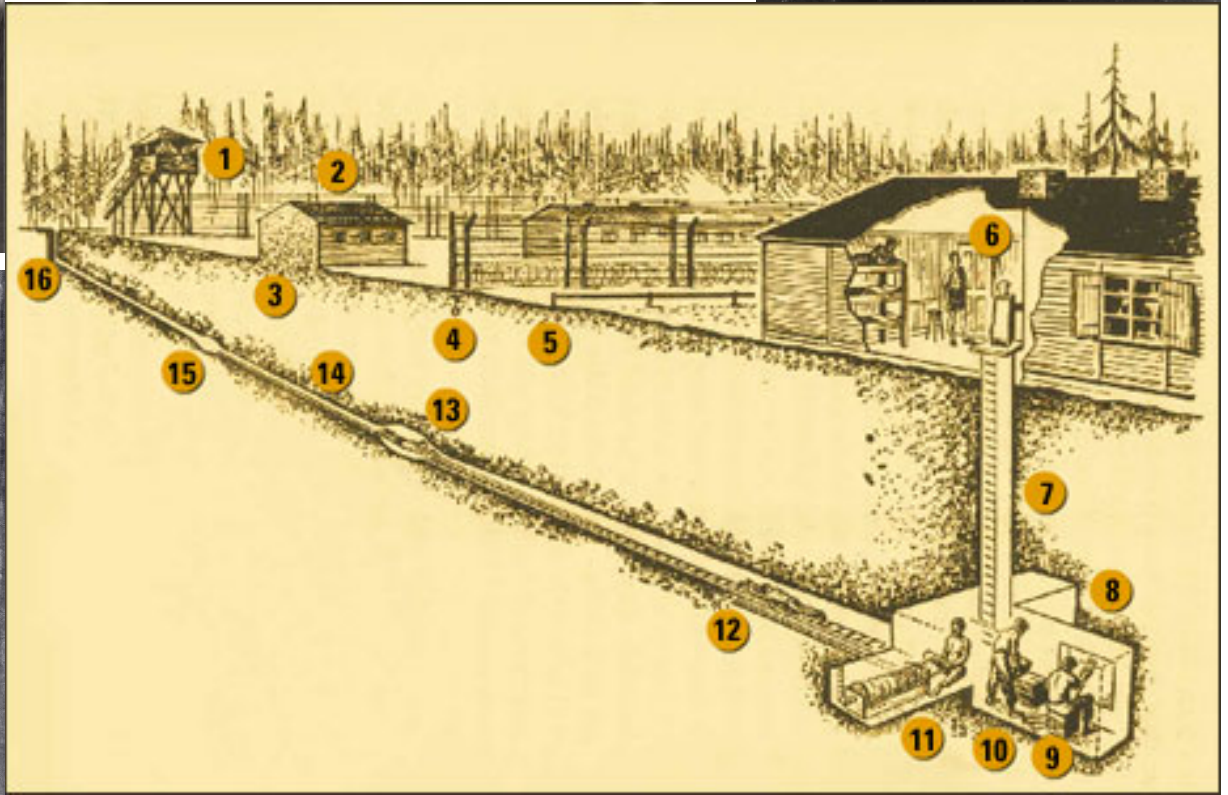
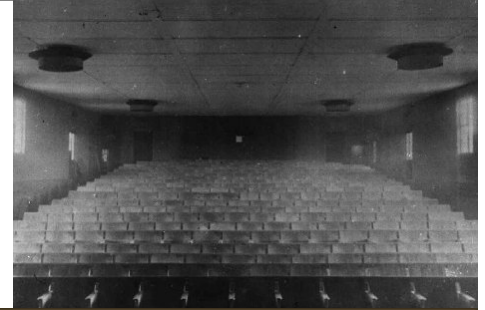
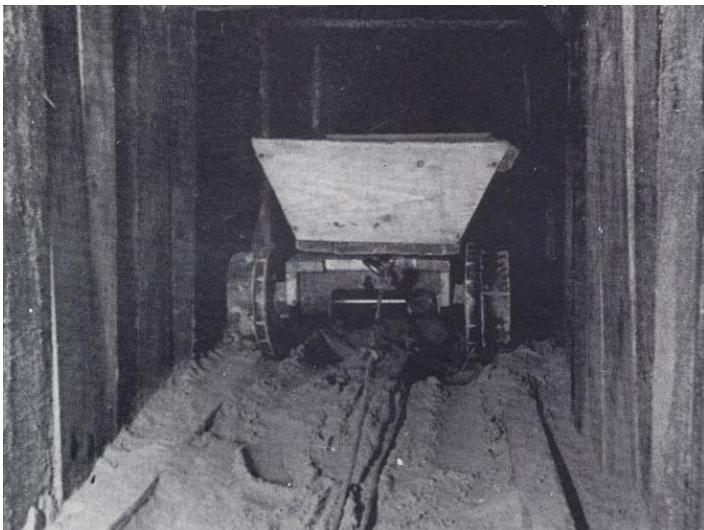
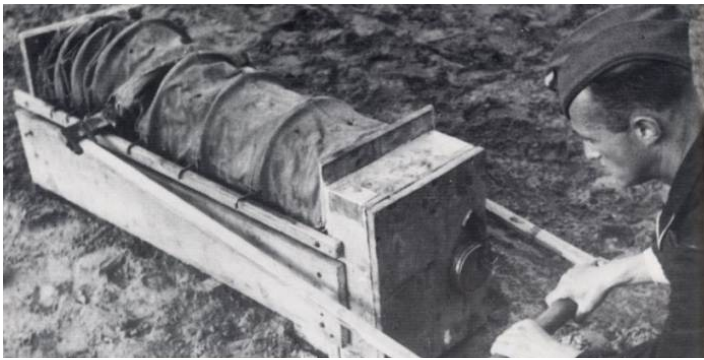
## October – December 1943 - Tunnelling stopped. activities switch away

- § Equipment and tool making capability.
- § Compass Factory.
- § POWs moved around in job reshuffle.



## January 1944 - nervous about discovery of the project Bushell restarted Harry. However, project showstopper was SAND

- § Surplus sand into 'Dick'. Solution in theatre.
- § Tunnel (336 foot) with rail, electric lights, air ventilation



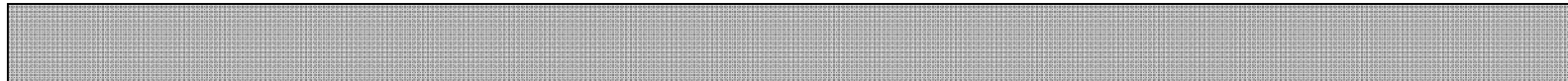
## March 24, 1944 – Day of escape

- § POW  
congregate in  
Hut 104
- § 9:45 -  
Problems in  
breakout
- § Frozen trap  
door
- § Clever  
improvisation  
to continue



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## Was the project a success?

- § Too few got out and away
- § Too many men put at risk
- § Massive disruption, million men
- § 50 executed
- § 8 sent to Concentration Camps



**Sonderausgabe**  
zum  
**Deutschen Kriminalpolizeiblatt**  
Herausgegeben vom Reichskriminalpolizeiamt in Berlin

Ersteht nach Bedarf | Zu beziehen durch die Geschäftsstelle Berlin C 2, Werderscher Markt 3-4

16. Jahrgang | Berlin, den 16. Juni 1943 | Nummer 4610

Nur für deutsche Behörden bestimmt!  
Die Sonderausgaben sind nach ihrer Auswertung sorgfältig zu sammeln und unter Verschluss zu halten.

**A. Neuausschreibungen.**  
**Entwichene kriegsgefangene Offiziere.**

**I. Flucht von britischen und amerikanischen Fliegeroffizieren aus dem Luftwaffenlager 3 in Sagan (Schlesien).**

Von den aus dem Luftwaffenlager 3 in Sagan (Schlesien) entwichenen 26 britischen und amerikanischen Fliegeroffizieren sind **nachstehend:**

1st Lt. William, Lt. 21. 9. 15 7, Gef.-Nr. 1308/Staffel Luft 3. Marion, Walter, Hpton, 26. 11. 19 London, Gef.-Nr. 476/Staffel Luft 3.	Stewart, John Gilbert, Oblt., 15. 9. 16 Ingenio La Esperanza (Argentinien), Gef.-Nr. 836/Staffel Luft 3. Welch, Patrick, Oblt., 12. 8. 19 Dorset, Gef.-Nr. 610/Staffel Luft 3. Marion, Stewart und Welch sind hierunter abgebildet. <b>Wätere energische Fahndung! Festnahme!</b>
---	--

16. 6. 43. KPLSI Breslau.

Walter Marion      John Stewart      Patrick Welch

## Lessons learned – the positives from the project

- § **Limited material resources**
  - Everything saved
- § **Decentralized organization**
  - 600 men were engaged
- § **High performance team**
  - Committed to cause

## Lessons for today – nothing is impossible



- § **Ad hoc group used diverse talents**
- § **Extraordinarily difficult task**
  - Adverse circumstances
- § **Problems solved**
  - Continuous innovation



# Questions



## Presentation available on-line

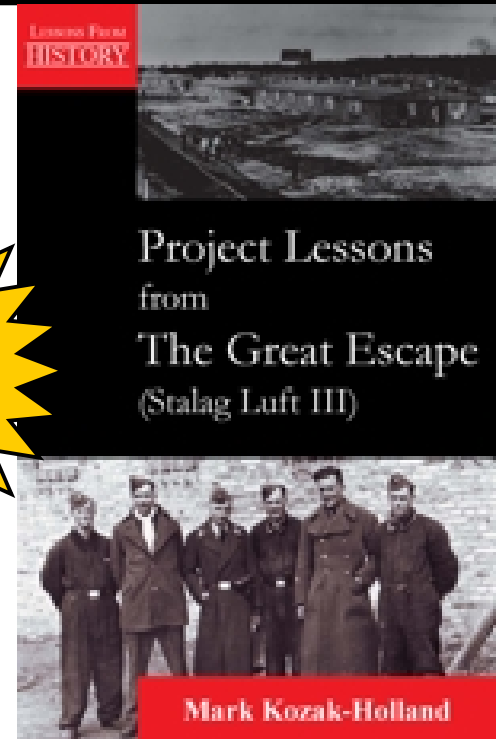
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Format	Length	Audience	Description
Presentation	1 hour	up to 500	Standard
Presentation	2 hour	up to 500	Extended Q&A
Workshop	4 hour	up to 50	Half day
Workshop	8 hour	up to 50	Full day

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- § ***"This book and others by Mark Kozak-Holland are a tremendous resource for educators-the stark reality of failed projects and Mark's detailed research, historical accuracy, and the link to the PMBOK, helps us to analyze and understand we are not alone in managing our complex projects today. The incredible resourcefulness and bravery of these men gives us hope on our own troubled projects.***
- § **Linda F. Desmond, PMP, Project Management Trainer/Consultant President of Mass Bay Chapter, PMI**



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[mark.kozak-holl@sympatico.ca](mailto:mark.kozak-holl@sympatico.ca)

