Topic	Information
Presenter Name	Mark Kozak-Holland PhD, PMP, IPMA-D, Cert.APM
Series	**LESSONS FROM HISTORY** *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.*
Presentation Title	Lessons in IT Governance from the Attack on Pearl Harbor
Summary Description of Presentation	This presentation is based on the attack on Pearl Harbor as a study in governance. We all know the story of what happened on December 7, 1941. Few of us know why or how all the best efforts of the US Military failed to prevent the Japanese from attacking so successfully and with very minimal losses.

On December 7, 1941 the world changed for the United States following the surprise attack on the home port of the US Pacific Fleet by elements of the Japanese Imperial Navy. The shock of this event led to major overhaul of governance that influenced policy and practice for 60 years. In the current world of projects today there are similar events, waiting to change reality for Project Directors, Managers, and Leaders.

There were two large bureaucratic organizations (The U.S. Army and Navy) managing the most complex technology of their day. These two groups were given conflicting and overlapping mandates in Hawaii, with a shared goal and badly broken lines of communication. The objective of this presentation on this event is to parallel the lessons from the days leading up to the attack to situations in modern organizations and governance. We let the history act as both a mirror and a lens, helping us see our organization in the reflection of the events from 1940-41, and focus on the key lessons of governance that those events contain.

Participants will see the nature of project governance at strategic, tactical, and operational levels using the Pearl Harbor story as a background related to modern project experiences when an unforeseen reality (Sarbanes-Oxley, SARS, Privacy, Bill 168, business changes) arrives with serious consequences. The comparison examines how people, process and technology combined at all levels to create an epic failure of governance despite all the modern tools of diplomacy, intelligence, and leadership.

The presentation of key findings from the 8 enquiries into the events of December 7, 1941 are as relevant to projects today as they were 70 years ago. Discover how multiple failures could have been avoided and history re-written, and how to apply these lessons today.

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| **Learning** | In retrospect, it has often been possible to predict significant events and take |

Objectives Purpose/Benefits	remedial actions, but as at Pearl Harbor, all the urgency is lost before actions are taken. You will learn how to create adaptive governance that will be responsive to environment changes. You will also understand how governance exists at strategic, tactical, and operational levels within a project, and the limits of ability at each level. The backdrop of the tragic events of December 7, 1941 are the cumulative result of overdependence on technology, siloed organizations, communications failure, and a tidal wave of unresponsive decision structures. Paying attention to how historical projects and emerging technologies of the past solved complex problems of the day provides some very valuable insights into how to solve today's more challenging business problems.
Presenter Biography	This presentation is from the "Lessons from History" series. As the founder of the series, Mark Kozak-Holland brings years of experience as a consultant who helps Fortune-500 companies formulate projects that leverage emerging technologies. Since 1983 he has been straddling the business and IT worlds making these projects happen. He is a PMP, certified business consultant, the author of several books, and a noted speaker. 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. As a historian, Mark 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.
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. *Lessons from the past assist projects of today in shaping the world of tomorrow.* 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. Mark has contributed to far reaching series of articles on Gantthead.com, DM Review, and PM Forum today. He has written several academic papers on historical project management. He defended his dissertation titled "The Relevance of Historical Project Lessons to Contemporary Business Practice" in November 2013 to complete his PhD.
Presenter's Educational Background	PhD from the Salford University Business School, UK (2014) B.Sc. with Joint Honours degree in Computer Science and Statistics 1980-1983 (University of Salford, UK).
Presenter's Company Name	Lessons from History