LESSONS FROM
HISTORY

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	**Managing Conflict in Projects**
Summary Description of Presentation	In today's world, project management conflict is inevitable. The earlier a project manager discovers conflict developing, the easier it is to resolve. Conflict resolution perceives conflict as destructive. Conflict management designs effective strategies to reduce the destructive side and enhance the constructive side of conflict to improve learning and effectiveness in organisations. So what is conflict in projects? What are the sources of project conflict, the levels and also the implications of project conflict? What conflict factors are critical in projects? Can regular project management tools and techniques be used for complex projects? This presentation will answer these questions. This presentation will explore several historical and contemporary project case studies that were mired in different types of conflict and show how these were managed. For example, in the Florence Duomo project Filippo Brunelleschi had a disaffected group of stakeholders undermining his authority based on conflicting approaches to the project. In the Hoover Dam project Frank Crowe incited conflict with his approach to the project workforce. In contrast Joseph Strauss took a different approach in the Golden Gate Bridge Project that reduced conflict with the project workforce and created a positive culture. Project managers need to establish a constructive conflict culture. For example, if precautionary steps are taken to ensure constructive outcomes to a conflict then conflict management has a greater impact on project success. Encouraging project teams to face and resolve conflicts in a managed way will improve communication, efficiency, increase commitment and nurture loyalty during the project. Why is this important? As organisations increasingly adopt a globalised approach to sourcing project elements a successful project requires effective interactions between geographically distributed and culturally diverse teams, and team members require strategies for managing conflict in a virtual project environment. Important lessons are buried in these projects and this presentation will extract them and connect them to today's world. New insights emerge when dissecting historical projects through a project management lens, and brought to life in this analysis. You will walk away with new insights and curiosity to re-examine these project more closely for lessons. 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.
Learning Objectives Purpose/Benefits	The presentation highlights the case study lessons to a project audience, and explains in layman's terms how to apply these lessons to a project. It shows how: - you can recognize conflict in your projects, by type, and identify conflict factors - you can plan for conflict and prepare project teams for it so they respond in a certain way - you can determine strategies to address conflict and mitigate its impact The presentation summarizes all this into a set of best practices that you can carry forward into your current projects. Entertaining and full of intriguing historical details, the presentation helps people understand complexity in projects.
Presenter Biography	The History of Project Management is from the "Lessons from History" series. 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 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, 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.
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. Mark's book (http://www.mmpubs.com) is titled "History of Project Management." Mark can be contacted via his site www.lessons-from-history.com or mark.kozak-holl@sympatico.ca
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