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	Churchill's Adaptive Enterprise: Lessons in Project and Data management for Business Today
Summary Description of Presentation	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. 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. Central to the solution was the management of data as a resource, and its usage in decision making. Likewise business people today are grappling with an unprecedented level of change adversely impacting their organizations at enterprise, business unit, or project levels. 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. Serializations currently running in Gantthead (24 parts), PM Forum Today (20 parts), and DM Review (10 parts).
Learning Objectives Purpose/Benefits	You will learn how the lessons learned from Churchill's administration can be applied to today's problems so that we can learn how Churchill: • overcame institutionalized resistance to change, • selected his project team, • evaluated key emerging technologies, • prioritized various initiatives, • focused on the usage of data to enhance decision making, • used metrics to track and guide the solution. Entertaining and full of intriguing historical details, the presentation helps the audience

	better understand how the management of data was the core to decision making, similar to its use in systems today. It helps explain the story and drives home some simple lessons.
Presenter Biography	This presentation is from the www.lessons-from-history.com 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, 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