



Topic	Information
<b>Presenter Name</b>	Mark Kozak-Holland, PhD, PMP, IPMA-D, Cert.APM
<b>Series</b>	 <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>
<b>Presentation Title</b>	Organizational Design and Behavioral Control in Project Management – What can we learn from the ancient Egyptians?
<b>Summary Description of Presentation</b>	<p>The Great Pyramid of Giza is one of the greatest historical projects from the past 4.5 millennia. When we look back we tend to look at this as a great architectural or engineering work. Project management tends to be overlooked, and yet the core principles were used extensively in this project.</p> <p>Conventional wisdom around 10 years ago viewed the Giza Pyramid project as one that was highly dependent on of thousands of slaves serving a merciless pharaoh and toiling in inhospitable conditions. The Giza Pyramid was constructed within a 20 year period by a workforce with no slaves, animal muscle power or basic tools (such as the wheel) that would be taken for granted today</p> <p>Today's view of this project is inaccurate, biased, unrealistic and badly distorted by fiction, the media, film and pop culture of the 20th century. Based on recent evidence (beyond Egyptology such as archaeology, urban geoarchaeology, forensic anthropology, archaeobotany, &amp; geology) this view needs to be updated. We need to start to reinterpret historical projects and their management through the help of field archeologists, climate scientists, anthropologists, so that we can connect/equate them to modern project management, and see them as a natural evolution.</p> <p>In this presentation new insights emerge as the historical project is viewed through a project management lens. It is brought to life through an analysis specifically on the organizational design of the workforce. The organizational constraints were related to a finite workforce (no slaves were part of the project), and to the difficult technical challenges and how these were met. For example, the hacking out and transportation of granite beams (43 were over 60 tons) a distance of 1000 kms. A varying mix of labour was used, that is skilled versus unskilled workers, and this continually changed depending on the schedule, tasks and their complexity, and whether technical innovations and engineering could reduce the challenges &amp; scope. A conducive environment (superior food, healthcare, and housing) was created and used in influencing project outcomes by directing behaviors of the project workforce.</p> 
<b>Learning Objectives Purpose/Benefits</b>	<p>The presentation highlights the important lessons in organizational design and control from this project to a business audience. It shows how the ancient Egyptians:</p> <ul style="list-style-type: none"> <li>• managed the project stakeholders,</li> </ul>

	<ul style="list-style-type: none"> <li>• managed the technical challenges &amp; project scope with technical innovations,</li> <li>• organized the workforce (skilled and unskilled workers),</li> <li>• created deliverables within a specific time frame, to a predefined scope, and level of quality,</li> <li>• used concepts of contemporary project management throughout the project.</li> </ul> <p>Entertaining and full of intriguing historical details, the presentation provides some very valuable insights and a prime example of organizational design and control, and problem solving for today's projects and brings a wealth of lessons.</p>
<p><b>Presenter Biography</b></p>	<p>History of Project Management is from the <a href="http://www.lessons-from-history.com">www.lessons-from-history.com</a> series. As the founder 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.</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, 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.</p>
<p><b>Presenter's Authorship</b></p>	<p>The books from the <a href="http://www.lessons-from-history.com">www.lessons-from-history.com</a> 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. 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.</p>
<p><b>Presenter's Educational Background</b></p>	<p>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).</p>
<p><b>Presenter's Company Name</b></p>	<p>Lessons from History</p>