

| Topic | Information |
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| Facilitator | Mark Kozak-Holland PhD, PMP, IPMA D, Cert. APM |
| Series | <div style="display: flex; align-items: center;"> <div style="background-color: red; color: white; padding: 10px; text-align: center; margin-right: 20px;"> <p>LESSONS FROM HISTORY</p> </div> <div style="background-color: black; color: white; padding: 10px;"> <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> </div> </div> |
| Workshop Title | Innovation in projects and managing innovation – contemporary best practices in project management and examples from historical case studies |
| Summary Description of Workshop | <p>Innovation is not always associated with project management but projects are one-time opportunities and unique endeavours. Sometimes they may be the only time for organizations to innovate as the opportunities may simply not exist after the project. Many project managers avoid innovation because it can create uncertainty and increase costs. They minimize the risks by relying on tried-and-tested techniques, established routines, and proven technologies. They select the lowest cost approach, transfer risks to contractors, freeze the design early, & stick rigidly to plan.</p> <p>This interactive full-day workshop is unique as it examines how to take a proactive approach to incorporating innovation so it is part of projects. It is based on case studies in innovation, contemporary and from the First Industrial Revolution primarily the Transcontinental Railroad but also the Ironbridge, and Stockton Darlington Railway. These case studies have rarely been associated with innovation (and projects) and this is what makes this workshop so unique. Through these case studies the workshop highlights the importance of innovation and why it needs to be considered in projects. The workshop follows the project event timelines to better understand the opportunities & decisions made that led to innovation, both in product and process.</p> <p>In this workshop you will understand what innovation is and why often it does not exist in a project at any levels. You will also see not only the different types of innovation but how a project can be set up to act as a catalyst for innovation. Through the case studies you will see the importance of innovation and how it needs to be carefully fostered to thrive. The case studies were all about challenging and difficult problems, sometimes close to insurmountable, that these projects faced. For example, the iconic U.S. megaproject was faced with harsh climatic and environmental conditions (mountains and deserts), serious labor shortages, and the rigors of a stupendous 18,000 mile supply chain. There was also a raging U.S. Civil War which actually played a very important role in the project that drove innovation and the evolution of technologies to provide needed solutions.</p> <div style="display: flex; justify-content: space-around; align-items: center;">    </div> <p>Important lessons in innovation and innovative approaches were at the core of these projects and this workshop will examine these through a project management lens, extract them and connect them to today's world. Through exercises and video</p> |

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| | <p>samples the workshop attendees, working in groups, will be given a chance to use their skills to analyze core problems within the projects, play out what-if scenario, and discuss what made these projects so transformational for the stakeholders and the society who reaped the benefits. The analysis provides new insights and allows attendees to draw out patterns, techniques, and make comparatives to today's projects. The workshop also examines the project leaders and their character traits, and the role they played in the project.</p> |
| <p>Learning Objectives Purpose/Benefits</p> | <p>The workshop draws out the case study lessons for a project audience, and explains in straight forward terms how to apply these lessons to a project. It shows how:</p> <ul style="list-style-type: none"> • you can encourage and foster innovation in your projects, • through leadership and governance you need to provide the necessary space for experimentation to solve problems, • you can with innovation within a project decrease project costs, increase project opportunities, and improve the project return, • you can implement solutions and get these operational. <p>The workshop 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 workshop helps project people see how innovation can work in projects.</p> |
| <p>Presenter Biography</p> | <p>The workshop 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.</p>  <p>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.</p> |
| <p>Presenter's Authorship</p> | <p>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. <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. 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</p> |
| <p>Presenter's</p> | <p>PhD from the Salford University Business School, UK (2014)</p> |



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| Educational Background | B.Sc. with Joint Honours degree in Computer Science and Statistics 1980-1983 (University of Salford, UK). |
| Presenter's Company Name | Lessons-from-History |