

Topic	Information
Facilitator Name	Michael Dobson, PMP
Series	 <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>
Workshop Title	It's possible to manage an impossible project.
Summary Description of Workshop	<p>When we say “nothing’s impossible,” we usually mean that given unlimited time, unlimited resources, and really flexible performance standards, we can do anything. “Give me a lever long enough and a platform to rest it on, and I will move the world,” said Archimedes, but he was obviously not a project manager. Our projects are constrained: the iron triangle of resources, time, and mandatory scope are only three of the dimensions that restrict our options.</p> <p>In project management, the question is whether the project is operationally possible, able to be done within the constraints. As project managers, we know the importance of realistic budgets, schedules, and performance criteria, but let’s face it — we don’t always get the final word. Sometimes we get what we get and have to make do...somehow. Worse, we don’t always know what we’re really going to need. You can’t always tell up front whether the project can actually be accomplished under the current circumstances. By the time we know, it may be too late.</p> <p>Based on Michael Dobson’s book Project: Impossible, part of the “Lessons from History” series, this Workshop explores some of the most famous “impossible projects” in human history — things that nobody would have thought possible until they were actually accomplished. Following in the footsteps of great project managers such as Julius Caesar, Charles Lindbergh, Robert Moses, and others, you’ll get the inside scoop on how the most brilliant minds in history solved the most intractable problems in the history of project management. If it were easy, anybody could do it. If it’s impossible, they call in a project manager. Will you be ready?</p>
Learning Objectives Purpose	<p>By the end of this workshop, you will be able to:</p> <ul style="list-style-type: none"> • Diagnose whether a particular project is operationally possible. • Apply a multi-step model to potentially impossible projects to determine their essential issues and potential solutions. • Identify and analyze constraints that stand in the way of project completion, prioritize them, and assess their relative impact. • Identify “assumed constraints” and other negative assumptions that impact project success so that they can be modified in light of project reality. • Determine relative flexibility in constraints and assess different methods of using that flexibility to solve project problems. • Conduct “negative brainstorming” and other creativity techniques to find solutions to seemingly intractable problems. • Develop a business case for modification of project constraints and objectives. • Identify projects that are truly impossible or at least highly problematic so that they can be modified or cancelled before their costs get out of hand. <p>Entertaining and full of intriguing historical details, the workshop helps project</p>

	managers to think about the impact of decisions they make every day.
Benefits	Sooner or later, every project manager gets assigned a project that on the face of it appears to be absolutely impossible. Sometimes, this happens because the situation demands action even though the constraints are unrealistic; other times it happens because project sponsors and customers have not yet faced the reality of their situation. Because this problem is so common among project managers, the effective and successful project manager needs to know how to step up to the plate when all the odds seem to be unfavorable. As a result of attending this powerful Workshop, you'll be ready when the challenge lands on your doorstep.
Presenter Biography	<p>MICHAEL SINGER DOBSON, PMP, is an internationally known project management consultant, author, and lecturer. He's the author of 27 books on various aspects of project management, office politics, organizational dynamics, and personal growth.</p>  <p>His book Project: Impossible, part of the "Lessons from History" series from Multi-Media Publications. His book Practical Project Management has sold well over 60,000 copies, making him one of the best selling authors in the project management field. Other project management books by Michael Dobson include PMI's best-selling The Juggler's Guide to Managing Multiple Projects and Project Management for the Technical Professional, as well as the AMACOM Self-Study Sourcebook Project Risk and Cost Analysis, McGraw-Hill's Creative Project Management, and his insightful study of Triple Constraint issues, The Six Dimensions of Project Management from Management Concepts.</p> <p>Dobson's novels Fox on the Rhine and MacArthur's War were selections of the Military Book Club, and his simulation game AD&D Battlesystem won the H. G. Wells Award. He contributed the decision theory section for a NASA/USAF Academy encyclopedia of space systems engineering and operations.</p> <p>As a project manager, Michael helped build the Smithsonian Institution's National Air and Space Museum and led creative and marketing operations for one of the world's most famous hobby game companies. He is the world's only private owner of an Apollo spacesuit.</p> <p>Michael has given well over 1,000 project management seminars on three continents, with a distinguished client list including Naval Reactors, Calvin Klein Cosmetics, Union Carbide, NASA, GSA, the Weather Channel, and Australian State Rail, along with numerous PMI-sponsored events.</p> <p>Dobson lives in the Washington, DC, area, with his wife and frequent co-author Deborah Singer Dobson, along with a son and two Shelties.</p>
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. <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.

Presenter's Company Name	You can follow Michael on Twitter as "SideWiseThinker." He writes a weekly project management blog at http://sidewiseinsights.blogspot.com/ , and his website can be found at http://sidewiseinsights.com/ .
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