



Topic	Information
Presenter Name	Mark Kozak-Holland PhD, PMP, IPMA-D, Cert.APM
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	Managing Projects in a Sea of Change
Summary Description of Workshop	<p>Continuous change can hinder the initiation and execution of a project. Change can adversely impact an organization and create a chaotic environment which is difficult to predict and to run projects in.</p> <p>This interactive workshop (half-day and full-day versions) probes the difficulties of managing in volatile times when change is almost a constant. Using the Churchill case study the workshop looks at when Winston Churchill became Prime Minister in May 1940, in a period of calamitous change. The workshop examines what he actually did, and how he transformed his organization to turn his perilous situation around. Churchill was a Project Manager as well in the modern sense driving a project to completion.</p> <p>Workshop participants will be given a chance to use their skills to tackle some of the most daunting project management problems ever faced by a project team as Churchill walked a "political tightrope." Participants will be introduced to the problems faced by Churchill after the disaster of Dunkirk. You will see how Churchill undertook the seemingly impossible, to deliver a victory in an aggressive three month time frame. This will be analyzed through the lens of the PMBoK nine knowledge areas.</p> <p>Through exercises the workshop participants focus on assessing the situation and decision making.</p> 
Learning Objectives Purpose/Benefits	<p>You will learn how the lessons learned from Churchill's administration can be applied to Project Management today. The workshop juxtaposes this story to modern projects so that we can learn how Churchill:</p> <ul style="list-style-type: none"> • set clear short and long term goals, • created and enacted a communication strategy to support his goals, • set up a governance framework to overcome institutional resistance to change and broke down organizational silos, • selected his project team and supported his leaders, • continuously challenged preconceived notions, • created a collaborative working environment, • evaluated emerging technologies, • prioritized various initiatives, • instituted a transformation across the enterprise,

	<ul style="list-style-type: none"> • used information to enhance decision making, • used metrics to track and guide the project. <p>Entertaining and full of intriguing historical details, the workshop helps participants see how the PMBOK Knowledge Areas came into play with project planning and execution. Even more important, as you begin to see and understand this impossible situation, you will come to understand how both good and bad decisions were made and how in the end, some measure of success was achieved.</p>
<p>Presenter Biography</p>	<p>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.</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>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.</p>
<p>Presenter's Educational Background</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>Presenter's Company Name</p>	<p>Lessons from History</p>