



Topic	Information
Facilitator	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 Hostile Environment
Summary Description of Workshop	<p>The initiation and execution of a project can be difficult enough but in a hostile environment, where everyone is trying to close your project down, a project can run into serious trouble.</p> <p>This interactive full-day workshop probes the difficulties in initiating a project without sponsors, and getting it enough support to get it through early the stage gates. Using the Great Escape case study the workshop looks at the at one of the most audacious and daring escape attempts of the 20th century from the prison camp Stalag Luft III. But as an event in March 1944, set in dire circumstances, what actually happened? How was the escape planned and executed as a project? How did it get around numerous obstacles in a habitat designed to be escape proof? How was the project tracked? If you were faced with similar circumstances, what would you do? In today's world business people are grappling with numerous obstacles in planning and executing projects in a climate of hostility. Many of these challenges are not unlike those faced by the brave men of Stalag Luft III. If you had gone through such an experience, what would you learn that could serve you in your work today?</p> <p>Workshop participants will be given a chance to use just their skills to tackle some of the most daunting project management problems ever faced by a team. They will analyze the escape as a project through the modern lens of the PMBoK nine knowledge areas. Everything in Stalag Luft III was set up to prevent escape. The project planning and preparation were hindered everyday by new risks. The hostile environment was ripe for a project failure. Yet the escape committee (project team) was able to organize itself and mitigate the risks. Ideas and solutions were tested continuously and refined in a determined atmosphere where everything was thought possible. They overcame continuous difficulties and ran the project in an agile way to keep it on schedule, and within the budget and resources available to them.</p> <p>Through exercises the workshop participants focus on the project charter and all nine PMBOK Knowledge Areas.</p> 
Learning Objectives Purpose/Benefits	<p>You will learn how the lessons learned from the Great Escape can be applied to projects today. Many projects today are initiated with clear objectives, executive sponsorship, and a healthy budget but, still fail. Other projects have no budgets, many obstacles in their way, and succeed. The workshop juxtaposes the Great</p>

	<p>Escape story and modern projects so that you can learn how:</p> <ul style="list-style-type: none"> • the nine PMBOK Knowledge Areas were used across all project phases, even in less obvious areas like quality and procurement management, • the escape committee, under tremendous pressure, inspired the inmates around them to continue a fight considered lost, • the camp PoWs were unified to work on this one project, maximizing the work effort, and matching their skill sets against project activities, • the escape committee understood the problems facing them and focused slender resources on critical tasks. <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 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 1985 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>