

## The Lessons From History (LFH) Newsletter

April 2010

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Welcome to the latest edition of the quarterly newsletter showcasing new articles and deliverables from our departments and highlighting useful advice.

### 1.) News

The release of the first of two new books in the series in September saw the Launch of "**Agile Leadership & Management of Change - Winston Churchill**" written by Mark Kozak-Holland. This book analyzes a period of time from WW II when Winston Churchill faced near defeat for the British in the face of sustained German attacks. The book describes the strategies he took to overcome incredible odds and turn the tide on the impending invasion. Aimed at business executives, IT managers, and project managers, the book extracts learnings from Churchill's experiences that can be applied to business problems today. The book was officially released on September 1st, 2009. Read more on this book. <http://lessons-from-history.com/node/15>

The release of the second of two new books in the series, "**Project Lessons from the Roman Empire: An Ancient Guide to Modern Project Management**," written by Jerry Manas, author of the international best-seller "Napoleon on Project Management," analyzes the leadership techniques, management processes, and project controls that led to the rise (and fall) of the Roman Empire. He takes each lesson learned from analyzing the ancient period and applies it to today's project management environment. A fascinating book that extends the popular article series Manas has published over the past few years. The book was officially released on January the 1st, 2010; Follow the URL for a sample chapter. <http://www.mmpubs.com/catalog/project-lessons-from-the-roman-empire-book-p-320.html>

In November we took a trip to the UK which incorporated a visit to the National Archives at Kew Gardens, to do some background research on the Raid on Dieppe (1942 Operation Jubilee). The place is an eye opener and can be compared to the greatest of museums (including the British) in the ability to retrieve documents that are national treasures. After a 7 hour stint, and over 300 photos, practically every question we had, based on close to 2 years of research, was answered.

[Join the LinkedIn Lessons from History group.](#)

<http://www.linkedin.com/groupInvitation?gid=2885686&invID=21616913&sharedKey=pp7zRST9&mboxltemID=1907018818>

A New YouTube Channel **Project Lessons From History** was launched in July. This Channel presents video recordings of selected conference presentations from the series.

<http://www.youtube.com/user/projectlessons#g/a>

Educators are you interested in seeing how Lessons from History is being used at Denver University's Project Management Dynamics Class. **Project Lessons from the Great Escape History** has been used in 4 classes to date (2009 to 2010) with over 60 students.

## 2.) Articles

Project Management and the Gothic Builders

A brief article on the 11-13th Century Cathedral Builders in France

The cathedral building boom of this period culminated in a skyscraper race, similar to that of New York early in the 20<sup>th</sup> century. These projects were interesting as the complexities of the design (high ratio of glass windows to stone, height of the Nave) pushed the project technology and the workforce to the limits. A few ended in disaster like Beauvais where the Choir collapsed.

Start	Finish	Height	Cathedral
1152	1240	32.80m	Notre-Dame, Paris
1145	1220	36.55m	Chartres
1209	1290	37.95m	Rhiems
1219	1269	42.30m	Amiens
1247	....	48.00m	Beauvais (collapsed in 1284)

The projects were:

- Under the governance and the direction of a Bishop and a group of clergymen known as a Chapter who controlled the finances.
- Initiated out of economic necessity for the town, justified by the attraction of pilgrims to the town, akin to religious tourists, boosting the local economy.
- Not fully funded, only part of the funding was ever in place upfront. The chapter had to drive the building fund through concerted campaigns of collections, indulgences, and sending relics on tour.
- Decades if not centuries long and were planned for this elongated time frame. Executed as a series of building campaigns, where a campaign would deliver part of the end-build which would be put to use right away.
- Managed by a Master-builder, who designed, supervised and directed the project work. A Director of the site acted as the project accountant. Charters had 9 master-builders.
- Built by a project workforce, that was organized through a system of guilds, and lived on site in lodgings. The guilds had a system for managing the quality of the project.
- Highly dangerous sites with men, machinery, and materials operated at great heights.
- Eventually finished because of the well established governance framework and the will of the town to see it completed.

Could we do any better today? Probably not, because of very restrictive site with some areas only four feet wide. Also, today's technology would provide few short cuts for building with stone (masonry).

For more details look for the [History of Project Management](#)

### 3.) Upcoming books

The LFH series has the following books in its production schedule:

- **History of Project Management** - The manuscript is now complete and has gone into editing and layout. Draft layouts will be ready by March 2010, and PDFs will be available for reviewers. Target publication is July 2010, although advanced copies will be available. The book traces back and heavily challenges the notion that project management was initiated and evolved in the 20th century.  
<http://lessons-from-history.com/history-project-management/history-project-management-page>
- **IT Governance and Pearl Harbor** - This exciting collaboration manuscript is in progress, and tells a compelling story that is a must read for every IT Governance professional.completed first draft. The book explores the governance of two large organizations managing the most complex technology of their time, and the challenges they faced.It will go into editing in Mid 2010, and is expected to be released to the public in Q4 of this year
- Do you have a passion for history? Are you a budding author? Have you thought about collaboration? If so please [contact us at Lessons-from-History](#).

#### 4.) Interesting books and sites

The first recommendation is the: **The Management Myth** by Matthew Stewart

Listen to an **interesting interview with Stewart on the CBC's current:**

"Gradually it dawned on me that management is indeed a neglected branch of the humanities, and that the study of management belongs, if anywhere, to the history of philosophy. Management theories lack depth, I realized, because they have been doing for only a century what philosophers and creative thinkers have been doing for millennia. This explains why *future business leaders are better off reading histories, philosophical essays, or just a good novel than pursuing degrees in business.*"

<http://www.cbc.ca/thecurrent/2009/200912/20091207.html>

<http://www.accountingweb.com/blogs/ronaldbaker/firms-future/book-review-management-myth>

The second recommendation is: **Growing Up: Practical Strategies for Sustainable Business Growth** by Alizabeth Calder. This easy-to-read-book lays out the growth of a business in a series of stages. Having it based on the development of a child is very appealing as it provides a readily identifiable metaphor. This is not just a simplistic comparative because Calder is then able to introduce more complex concepts against this. She dives into the difficulties of running a business and addresses questions like: how do you select the right things to measure, or build the right processes, or make difficult changes.

<http://www.mmpubs.com/catalog/growing-up-practical-strategies-for-sustainable-growth-book-p-309.html>

The third recommendation is: **Thinking on Purpose for Project Managers: Outsmarting Evolution (2nd Edition)** by Bill Richardson

This very well written book struck a chord with me as it pointed out in clear terms how we tend to operate in autopilot by default. In fact, more so as we "multiple-tasks" our way through a project. It provides a very definitive way of taking control of how we operate. It then outlines how this can be spread among project team members. Although this is targeted for Project Managers it really applies to anyone in business.

<http://www.mmpubs.com/catalog/thinking-on-purpose-for-project-managers-book-p-308.html>

The fourth recommendation is: **A BBC radio interview (podcast)** with futurist and author Ray Hammond about his work, our expectations, and what might lie ahead of us.

#### 5.) Mark Your Calendars

##### Upcoming events

- April 22<sup>nd</sup> - **The History of Project Management [Webinar]**
- May 20<sup>th</sup> - **ProjectWorld in Toronto, Workshop - Project Lessons from the Great Escape**

**History in the making is a series of seminars** that are a joint collaboration between EQ seminars and Lessons-from-History. These will be piloted through 2010 with selected PMI Chapters, with venues in:

- July 16th, PMI Central Ohio Chapter

- September 16th, Anchorage, PMI Alaska

[http://lessons-from-history.com/Events/PM\\_History\\_In\\_the\\_Making\\_Flyer\\_PDF.pdf](http://lessons-from-history.com/Events/PM_History_In_the_Making_Flyer_PDF.pdf)

If you are interested in having one of our authors present to your organization, send us a [note](#) describing:

The organization (business, PMI Chapter, etc)

The dates

The theme of the meeting

Your budget for speakers

We will respond to you with a proposal that will meet your needs.

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