

Topic	Information
<b>Facilitator</b>	Mark Kozak-Holland, PhD, PMP, IPMA-D, Cert.APM
<b>Series</b>	<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 <b>HISTORY</b></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>
<b>Workshop Title</b>	<b>Managing Projects in the Face of Meddling Stakeholders</b>
<b>Summary Description of Workshop</b>	<p>The process of gathering and managing requirements can be difficult enough but when stakeholders start to meddle a project can get quickly out of control.</p> <p>This interactive workshop (half-day and full-day versions) probes the difficulties in managing principal stakeholders and the sponsor through the requirements process, and how they can unwittingly compromise the project. Using the Titanic case study the workshop looks at the construction project that designed, built, and launched the ship through the modern lens of the PMBoK nine knowledge areas. The workshop reviews the background as to how White Star initiated and planned a project to outpace its competition with 3 super liners, using the latest in emerging technologies. The sponsor's determination "to create the ultimate passenger (first class) experience" became the project mantra. The workshop then analyzes each of the project stages and shows how stakeholder meddling, that started in the requirements process, caused continual problems for the naval architects. Their inability to control the meddling led to compromises which then led to serious flaws in a supposedly "perfect ship," considered so safe that it did not even need a full complement of lifeboats. With the safety systems compromised the probability of a disaster increased substantially with the pomp and grandeur of a maiden voyage.</p> <p>Workshop participants will be given a chance to use their skills to tackle the difficult project management dilemma of interfering stakeholders. The workshop also explains how through careful marketing the ship was considered by practically all to be an unsinkable ship. This raised the complacency, during the early days of the ship's operations, and allowed major mistakes to be made which led to the disaster. All of these disastrous compromises and mistakes were fully avoidable. It resulted in a collision that put an end to the ship on its maiden voyage.</p> <p>Through exercises the workshop participants assess the risks through the various project stages and how these were managed by the project team.</p> 
<b>Learning Objectives Purpose/Benefits</b>	<p>You will learn how the lessons learned from Titanic's project and disaster can be applied to projects today. The workshop juxtaposes the Titanic case study and modern projects so that we can learn from the disaster how:</p> <ul style="list-style-type: none"> <li>• non-functional requirements can get overshadowed by functional requirements,</li> <li>• the executive sponsor can unwittingly compromise the project,</li> </ul>

	<ul style="list-style-type: none"> <li>• architects can fail to stand by principles when under pressures,</li> <li>• testing can get compromised when the schedule slips,</li> <li>• project over confidence can invalidate some project stages.</li> </ul> <p>Entertaining and full of intriguing historical details, the workshop helps project managers see the impact of decisions similar to the ones that they make every day. It helps explain the story and to help drive home some simple lessons.</p>
<p><b>Presenter Biography</b></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> <div data-bbox="410 663 764 1083" data-label="Image"> </div> <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><b>Presenter’s Authorship</b></p>	<p>The books from the <a href="http://www.lessons-from-history.com">www.lessons-from-history.com</a> 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. Testimonials CBC news:  <a href="https://www.youtube.com/watch?v=aQT5zwvsksc">https://www.youtube.com/watch?v=aQT5zwvsksc</a>  <a href="https://www.youtube.com/watch?v=wbvfir2x344">https://www.youtube.com/watch?v=wbvfir2x344</a></p>
<p><b>Presenter’s Educational Background</b></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><b>Presenter’s Company Name</b></p>	<p>Lessons from History</p>