Reflections on the History of Project Management and PMI

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Agenda

- Explore managing projects in the late 1960’s
- Look at the “why” & “how” of Project Management & PMI
- Remember the past, look to the future
- Have some fun along the way
A Look Back in Time

“Unless you know about yesterday you can’t create a new tomorrow”

— James Hadley Billington
Former Librarian
US Library of Congress

A Look Back in Time

1969
• Apollo 11
• Internet
• Communication Tools
• First PMI Seminar Symposium
A Look Back in Time

First Manned Mission to the Moon

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Communications in the 1960’s

1969
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A Look Back in Time

Advanced Project Management Concepts
October 9-10, 1969

A Look Back in Time

So, Where did we come from?
Before Project Management

Christopher Wren (1632–1723)

Before Project Management

• Henry Gantt (1861 – 1919)
  – Graduated from Johns Hopkins (Baltimore)
  – Worked at Midvale Steel (Philadelphia)
The Tipping Point

- First Major Change Since 1910!
- The Birth of Project Management
- Critical Path Method – Kelly & Walker (Du Pont Corp. & Remington Rand)
- Program Evaluation Review Technique (Navy Special Projects Office & Booz Allen Hamilton)

The Road to Atlanta

- 1964 – 1969
- Short Courses
- Much Deliberation
The Road to Atlanta: Ideas Formed

The Road to Atlanta: A Call to Action

- It started with a celebration dinner
- The snow storm of 1967
- Engman calls for a meeting - February, 1968 in New Orleans
The Road to Atlanta: A Dark and Stormy Night

The Road to Atlanta: 333 Smedley Street
The Road to Atlanta: The First New Orleans Meeting
(What)

- February 11, 1968
- “… It looks as if Feb 14th will be the big day…”
- “… I won’t believe it until we are on the plane for New Orleans…”
- “… long talked about, much pondered ideas may soon be a reality…”

ANN SNYDER - 1968

The Road to Atlanta: An Organization is Born

- February 1968, New Orleans

Built in 1893 and became the Roosevelt Hotel in 1923 in honor of Theodore Roosevelt. February 1968 New Orleans
The Road to Atlanta: Attendees

- Edward Engman – McDonnell Douglas Automation Co.
- Eric Jenett – Brown & Root
- John King – Bell Telephone Laboratories
- Gordon Davis – Georgia Institute of Technology
- Jim Snyder – Smith Kline & French Labs

The Road to Atlanta: The Founders, 1969
The Road to Atlanta: The Founders, 2004

- Established need for an association to foster professionalism in project planning and scheduling
- Formulated purpose and specific objectives
- Selected name - "American Planning & Scheduling Society"
- Set first Seminar for October 9 -10, 1969
- Co-Chairmen - G Davis and J Snyder
- Sponsored by Ga Tech School of Industrial & Systems Engineering and PMI
The Road to Atlanta: 2nd New Orleans (How)

- Moved from planning and scheduling to project management.
- Established Agenda
- Selected Keynote & Session Chair – Russell D Archibald
- Selected Speakers
- Planned Advertising

The Road to Atlanta: February 1969 – October 1969

1969

- Changed Name to “Project Management Institute”
- Solicited Financial Support for Start-Up
- Drafted Constitution and By Laws
- Incorporated PMI in Pennsylvania
Seminar Symposium at Georgia Tech

- Co-chairman: Dr. J. Gordon Davis and James R. Snyder
- Cost: $65
- Six speakers
  - Russell D. Archibald
  - Dr. David I. Cleland
  - John W. Fondahl
  - James E. Kelley, Jr
  - Dr. R. L. Martino
  - L. R. Schaffer

The Road to Atlanta: Georgia Tech

- A “Seminar in Advanced Project Management Concepts”
- Held October 9 – 10, 1969
A Dinner to Remember!

- Date: Thursday October 9, 1969
- Place: American Motor Hotel, Atlanta, GA
- Presentation – “PMI – An Organization Profile”
- Invitation to join
- PMI is launched with 28 Members!

The First Logo
The First PMQ (April 1970)

- Recognized need to communicate with internal & external environment
- Robert Staples – First Publications Committee Chair
- “QUARTERLY” – “PMQ” 8 pages mailed April 1970 to membership of about 120

PMI Offices Over The Years

A Corporate Tour
Corporate Offices

• From a Dining Room in 1968
• To a World Headquarters in 2016
Join Here! – PO Box 43, Drexel Hill, PA

Corporate Offices: Over the Meat Market
Next to The Bar
Corporate Offices: The Nerve Center

Corporate Offices: First Furniture

- The furniture was donated by Smith Kline & French Laboratories, now GSK
- Now, PMI has given back to the community by donating furniture to Marist Grove.
Corporate Offices: IT Department

Corporate Offices: The Apartment
Corporate Offices: A REAL Building

4 Campus Boulevard – Building 1
Corporate Office: 4 Campus Boulevard

Corporate Offices: The Present
Early Academic Involvement

- Dr. J. Gordon Davis – Georgia Institute of Technology
- Dr. David I. Cleland – University of Pittsburgh
- Dr. Linn Stuckenbruck – University of Southern California
- John Fondahl – Stanford University
- Dr. David C. Murphy – Boston College

Some Thoughts About “Why”

- Changing World Demanded New Tools
  - Emergence of PERT & CPM
  - Cold War
- New tools, new profession
- Emerging Information Technology
- Lack of Communications Tools
- Increasing Project Complexity
- Dedicated Volunteers
A Thought For The Future…

• “Why” matters
  – But only if we learn from experience

• Culture Shift
  – From who is right … to what is right
  – … And Finally

The Real Founders: The Ultimate Volunteers

Billie Davis  Ann Snyder  Dorothy Jenett
Thank you very much!
Your Turn…
Questions
Comments