

## The Value of Project Management Conferences Revisited My recent experience in Tokyo

By: David L. Pells, Managing Editor

I recently had the opportunity to attend and participate in the International Project and Program Management Symposium Tokyo 2008 in Tokyo, Japan, which was sponsored by the Project Management Association of Japan (PMAJ). It was my first visit to Japan and a very good conference. It was an honor to be invited to present a paper there and an even greater honor to be named an international advisor for



the symposium. It was also my honor and privilege to be invited to be Master of Ceremonies for the opening session.

One year ago, my editorial in **PM World Today** was on the topic of "The Value of Project Management Conferences: Why they are important for Individuals, Organizations, Industry, Government and the Profession!" Based on my recent experience in Japan, I want to revisit that topic this month and to share my own objectives, benefits and experiences from the PMAJ symposium in Tokyo. Perhaps more personal perspective, coupled with my recent personal experiences, will help others better understand the benefits and value of PM conferences.

### Personal Objectives

Of course, I had some personal objectives for attending the symposium this year in Tokyo, which might be summarized as follows:

1. To support Hiroshi Tanaka, PMAJ and the PM Profession
2. To represent PMForum and to "report the news" from Tokyo
3. To see old friends from around the PM world and renew acquaintances
4. To make new friends among other PM professional leaders
5. To share knowledge and information through my presentation
6. To gain new perspective on the status of PM in other parts of the world
7. To gain new knowledge about PM applications, methodologies or technologies
8. To meet with customers & develop potential new business
9. To identify new potential resources for PMForum
10. To increase the visibility and reputation of both myself and the organization
11. To experience Japan for the first time, learning something about the history, geography, culture and industry of the country
12. To enjoy the experience!

Referring back to the April 2007 editorial, I think these objectives relate very closely to the potential value of PM conferences for individuals that were described on the first two pages in that article. Now let me expand on my recent experiences in Tokyo regarding the above objectives.

### **In support of Dr. Tanaka and PMAJ**

Hiroshi (Hiro) Tanaka, PhD, president of PMAJ and the Project Director for the Tokyo symposium, is one of the world's leading authorities on project management. With over 40 years of experience in the global engineering and construction industry, Hiro is one of the foremost leaders in the world of professional project management. He is currently Deputy General Manager with JGC Corporation, one of Japan's largest engineering and construction companies engaged in large off-shore international projects.



Hiro is the President of Project Management Association of Japan (PMAJ), the Japanese national PM association – and the founder and former National President of Japan Project Management Forum, known as JPMF. He is also a Fellow and global project management delegate of the Engineering Advancement Association of Japan (ENAA), the Japanese project industry initiative with 220 first-line Japanese corporations. Dr. Tanaka is widely considered the leading authority on project management in Japan. He has presented keynote, invited or proffered papers and speeches at more than 60 international PM conferences or seminars in 20 countries since 1982.

A member of AIPM, IPMA, PMAJ, PMI and SOVNET (honorary lifetime membership), Hiro has been a frequent contributor to [www.pmforum.org](http://www.pmforum.org) in recent years and was named a Global Advisor to PMForum in 2006. Dr. Tanaka holds a Bachelor of Law in Political Science from Keio University, Tokyo (1967), and received a Ph.D. (Hon.) in Strategy, Programme and Project Management from ESC Lille - École Supérieure Management et Commerce Lille, France in August 2006.

The "International Project & Program Management Symposium Tokyo 2008 – In pursuit of organizational project management value," was held in Tokyo, Japan during 10-11 March 2008. The symposium at Tower Hall, Funabori, Tokyo, Japan, was sponsored by the Project Management Association of Japan. The Project Director for the IP&PMS Tokyo 2008 was Dr. Hiroshi Tanaka.



(Photo: Hiroshi Tanaka & David Pells during opening session)

PMAJ was born in 2005 through the integration of the Japan Project Management Forum (JPMF – pioneer of Japan's project management society) and Project Management Professionals Certification Center (PMCC). PMAJ has 3,000 individual

and 110 corporate members from all branches of the Japanese industry and governmental agencies. PMAJ offers its own standard "The Guidebook of Project and Program Management for Enterprise Innovation – P2M" and a P2M-based certification system. For more information, visit <http://www.pmaj.or.jp/>.



It was my honor to be Master of Ceremonies for the opening session of the International Project & Program Management Symposium Tokyo 2008, introducing Dr. Tanaka, Mr. Hiroshi Kunitomo from the Ministry of Economy, Trade & Industry, and Mr. Jitsuro Terashima, one of Japan's leading strategists.

Mr. Terashima was the first keynote speaker at the congress and delivered an interesting and informative summary of current trade, economic and political conditions in Japan and the Sea of Japan sphere of influence. I was honored and happy to help Hiroshi, PMAJ and the PM profession in Japan.

### **Representing PMForum and Reporting the News**

My second main objective was to represent PMForum and PM World Today at the symposium as an international correspondent, reporting "the news". This was hard work, involving studying the agenda and papers, taking notes and photos, interviewing speakers, and capturing some of the most significant developments.

As a result, the following breaking news articles were published on [www.pmforum.org](http://www.pmforum.org) during and immediately after the Tokyo symposium:

- [International Project & Program Management Symposium Tokyo 2008 opens with welcome from Japanese Government 3/10/2008](#)
- [Report from Tokyo - Highlights of Day 1 of International Project & Program Management Symposium Tokyo 2008 3/11/2008](#)
- [Leading Japanese Strategist reviews changing conditions for projects in Japan at PMAJ Symposium in Tokyo 3/12/2008](#)
- [NASA's Ed Hoffman delivers inspirational keynote speech at International Project & Program Management Symposium in Tokyo 3/12/2008](#)
- [Richard Pharro provides PRINCE2 and MSP update at International Project & Program Management Symposium in Tokyo 3/14/2008](#)
- [Report from Tokyo - Day 2 Highlights from the International Project & Program Management Symposium Tokyo 2008 3/15/2008](#)
- [Dr. Ed Andrews Provides update on PMI's Academic & Education Programs at](#)

[PMAJ Symposium in Tokyo 3/17/2008](#)

- [ESC Lille raises profile in Japan 3/21/2008](#)

This major objective was satisfied, but it wasn't easy. It was, however, a good opportunity to experience and appreciate the hard work of correspondents and reporters in the field.

### **The Presentation to Share Knowledge**

My presentation at 1:55 p.m. on day one, Monday, March 10, was on the subject of "*Independent Oversight – Global Best Practice for Project Management Governance.*" As outlined in the conference brochure, project management oversight is an increasingly important aspect of overall corporate governance, especially for project-based enterprises and for organizations with large capital investment projects. Project management oversight is also needed on large, complex, mission-critical, and globally important programs and projects. The use of independent outside project management experts can be an effective solution, just as independent board level committees are now used by many public corporations in the USA for oversight. Independent oversight is also a reflection of organizational project management maturity.



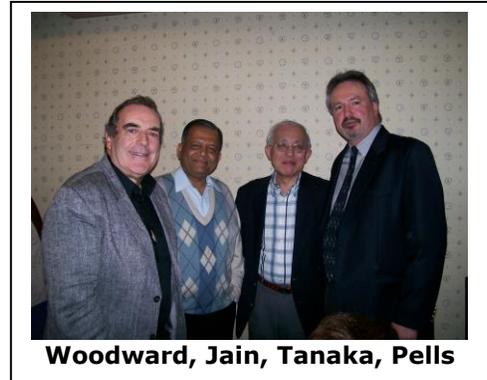
During the presentation, I discussed this approach, including practical implementation issues and potential benefits. I also described an example from recent experience related to the use of independent project management expert advisors on a global program for an agency of the US government.

The number of people in the audience (50-70) was encouraging and, especially, the presence of Mr. Masahiko Yaegashi, Executive Vice President and Director of JGC Corporation, one of Japan's largest construction companies. When I approached him after my speech, Mr. Yaegashi stated, "These are good ideas. I have this very problem today!" I hoped others also considered the presentation worthwhile.

### **Renewing Friendships**

One of the most rewarding and enjoyable aspects of attending international conferences is the opportunity to renew acquaintances and to visit with friends from other parts of the world, especially those who one sees only at such events. In my case, the Tokyo Symposium was just such an occasion. It was a delight for me to see the following friends again, all of whom I have known for over ten years and all of whom are well respected professional leaders:

**Dr. Sergey Bushuyev**, President, Ukrainian PM Association (Ukraine)  
**Prof Lynn Crawford**, Bond University (Australia) & ESC Lille (France)  
**Dr. Paul Giammalvo**, professional leader and educator (Indonesia)  
**Dr. Ed Hoffman**, Director of APPL at NASA (USA)  
**Masayuki Ishikura**, Senior Advisor & past Senior VP of PMAJ (Japan)  
**Adesh Jain**, IPMA Chair and President of Project Management Associates (India)  
**Young Min Park**, Korean PM Association (Korea)  
**Hiroshi Tanaka**, President of PMAJ (Japan)  
**Alexander Tovb**, Vice President of SOVNET (Russia)  
**Grigory Tsipes**, PM author & professional leader (Russia)  
**Prof Rodney Turner**, ESC Lille (France/UK)  
**Prof Vladimir Voropajev**, President of Russian PM Association SOVNET (Russia),  
**Hugh Woodward**, former Chair & Fellow of PMI (USA).



It was great to get caught up with these friends and colleagues, to share life stories and to reflect on project management events, news, trends and the future.

### **New Friends from Around the World**

Networking is always a major aspect of every PM conference, and a great opportunity to meet people and make new friends. I can honestly say that I was delighted to add the following new relationships while in Tokyo.

**Dr. Edwin Andrews**, PhD, Director of Academic & Educational Programs & Services for PMI – who I met for the first time on Sunday morning during the bus tour of Tokyo, who joined our American singing team on Monday evening, and who gave a great speech on Tuesday morning.

**Prof Christophe Bredillet**, PhD, Dean Postgraduate Programmes, ESC Lille (France) – one of the world’s leading PM academic figures and head of the world’s leading graduate program in project management with whom I have exchanged numerous emails over the last five years but who I had not yet met.

**Prof Ralf Muller**, Managing Director of PM Concepts AB, Adjunct Professor at ESC Lille (France), Associate Professor at Umeå University (Sweden) – well known European PM academic, researcher and lecturer, who presented one of the most interesting papers in Tokyo, and who participating in the closing panel on Tuesday afternoon.

**John Patton**, PMP, President & CEO of Cadence Corporation (USA) – Chair of PMI’s Certification Committee for OPM3, head of one of America’s fastest growing PM consultancies, and based in Portland, Oregon near the place where I was born and raised in the Pacific Northwestern portion of the USA.

**Richard Pharro** (pictured at right), APM Fellow and Managing Director of The APM Group (UK) – one of the world’s leading authorities on PRINC2, who I had met on several previous occasions but never had such an opportunity to meet personally and to get to know one another. It was a pleasure!



**Sara Ross**, PMP, PRINCE2 and P2M-PMCI certified, Associate Professor at ESC Lille (France) – who helped represent ESC Lille so well in Tokyo, who spends her time in New Zealand and France (equally split between Lille and Paris), and who provided highly interesting and entertaining conversation during the four days in Japan.

**Kauo Shimizu**, Director of the PMI Tokyo Chapter (Japan) – who understands the importance and value of supporting both national PM bodies (PMAJ) and participating in a leading global PM community (PMI).

**Jass Stacpoole**, dynamic and brilliant project manager for Verizon Business in Southern Europe – who holds the PMP© (PMI), PRINCE2 and P2M (PMAJ) certifications, who I first met on Saturday evening at dinner and who won the admiration of all by opening the wine bottles on the Tuesday evening boat tour without a corkscrew.

**Prof Xue Yan**, Vice President of PM Research Committee (China), Director of China Economic Mathematics Research Committee, and visiting scholar at the University of Cambridge (UK) – who is a consultant for the Asian Development Bank in China, who gave an interesting presentation on that topic, and with whom I had an extensive and enlightening conversation during the long city bus tour on Sunday.

I met many others in Tokyo, especially Japanese executives and professional leaders, many of whom I had limited conversations due to my English-only language deficiency. I apologize to those I did not mention above.

### **PM Around the World – New Information**

For the last two dozen years, I have been interested in learning more about project management in other countries. So I have looked for opportunities to listen to professional leaders from around the world who can provide some perspective on

the status of the PM profession in his or her country. At the symposium in Tokyo, presentations were provided on PM in the following countries.

- Cameroon – “*Project Management at Hydra International in Cameroon*”, by **Azinwie Azeh Emmanuel**
- China – “*Results-based Monitoring and Evaluation System for Key Projects in the Public Sector in China*”, by **Prof Xue Yan**
- France – “*Addressing Complex Project Management Issues – French + Japanese ways*”, by **Prof Christophe Bredillet** and **Hiroshi Tanaka**
- Japan – There were many presentations related to Japan, including “*Japanese Culture and Practices in Systems Development*” by Ranjan Gupta and Minoru Itakura; and “*On the Way to 4<sup>th</sup> Generation Construction Project Management: Construction 3K P2M in the New Japanese Market*”, by **Dr. Koji Ota**
- Kazakhstan – “*The Project & Program Management as a New Economic Infrastructure of the Strategy of the Republic of Kazakhstan on the Entrance into the Number of 50 Mostly Competitive Countries of the World*”, by **Prof K. A. Sagadiyev, S. V. Murzabekova, V. G. Kolmeets, and T. D. Mandariya**
- Korea – “*Project Management in Korea: Yesterday, Today and Tomorrow*”, by **Young Min Park**
- Myanmar – “*The Future of Project Managers in Myanmar: From Tribal PM to Competency-based PM*”, by **Christopher Chit Tun** and **Ohnmar Htun**
- Russia – “*Project Management Development and Integration in International Community: Russian Experience*”, by **Prof Vladimir Voropajev, Alexandr Tovb** and **Grigory Tsipes** (Photo: Tovb & Voropajev)
- Singapore – “*Project Management in Singapore*”, by **Seah Choo Meng**
- United Kingdom – “*The Role of Effective Programme Management in Public Services Transformation in the UK*”, by **Peter Melville-Brown**
- Viet Nam – “*Offshore Outsourcing Processes in Viet Nam: from embedded software development to ERP implementation*”, by **Thanh Lam Nguyen**



There were a number of presentations on global project management, PM for economic development, global project communications, and other topics related to PM in a flat world. Certainly, I learned a lot and this objective was well met.

## **New Knowledge**

I can truthfully say that I gained some new knowledge about project management during the two day symposium in Tokyo, especially based on the following presentations:

"*A Strategic View of Project Management*", by **Jitsuro Terashima** – very interesting information about current economic conditions affecting projects & business in Japan

"*Global Standards for Project and Program Management*", by **Prof Lynn Crawford, Alicia Aitken** and **Zoe Whittaker** – an update on the efforts of the Global Alliance for Project Performance Standards (GAPPS)

"*Governance in the Project-Oriented Organization: doing the right project right, first time, every time*", by **Prof J. Rodney Turner** – a short but thorough presentation on the APM guides for PM governance, a topic of personal interest and of growing importance in the PM world

"*PRINCE2 and MSP*", by **Richard Pharro** – a thorough overview and introduction to the increasingly popular PRINCE 2 (project management) and MSP (programme management) standards developed by the Office of Government Commerce (OGC) of the UK government, by the head of the authorized certification organization, The APM Group.

"*P2M, the PM Methodology that supports the Construction of the Business Infrastructure in the Age of Global Economy*", by **Prof Motoh Shimizu** – a keynote overview of the important P2M standard in Japan

"*Project Management Education & Research at ESC Lille*", by **Prof Christophe Bredillet, Sara Ross & Hiroshi Tanaka** - an overview of the masters and PhD program in project management at ESC Lille, which may now have the most world's most robust graduate program in project and programme management



I learned a lot from other presentations and during discussions with other symposium participants, but the above presentations were tremendous, and on topics of significant importance, in my opinion.

### **Meeting with Customers & Developing New Business**

Business development is something many conference attendees engage in, and I was not exception. I wanted to meet with the following two new sponsors of **PM World Today**, who were represented in Tokyo by their respective leaders:

- ❖ **ESC Lille** – The Graduate Program in Strategy, Programme and Project Management at the Ecole Supérieure de Commerce de Lille (ESC Lille), one of

the oldest business schools in France, with campuses in Lille and Paris. Inaugurated in 1979, the graduate PM program at ESC Lille was the first institution outside North America to gain GACPM accreditation by the Project Management Institute (PMI©) and is now one of the most widely recognized PM programs in the world. ESC Lille became a **PM World Today** sponsor with the March 2008 edition and was represented in Tokyo by Professor Christophe Bredillet, Dean of Postgraduate Programs (and a number of other ESC Lille professors and students). (Photo: Pells & Bredillet)



❖ **The APM Group** – Based in the UK, The APM Group Ltd is the accreditation body for the OGC's Best Practice Portfolio of standards, including PRINCE2 and MSP. PRINCE2 has been growing rapidly as a global project management standard, with over 250,000 certified worldwide in recent years. MSP is the OGC's program management standard which has also been gaining global acceptance. The APM Group has become a **PM World Today** sponsor with this April 2008 edition, and was represented in Tokyo by Richard Pharro, CEO of the company. (Photo: Pharro & Pells)



I found opportunities to visit with Christophe and Richard to learn more about their organizations, to discuss their relations with PMForum, and to better understand their objectives. I also had an opportunity to meet with **Dr. Ed Hoffman** of NASA, offering PMForum as a possible media partner and a vehicle for additional visibility for his organization, and *PM World Today* as a publishing vehicle for NASA project managers and PM experts. A brief discussion with **Dr. Edwin Andrews** of PMI provided an opportunity to offer PMForum as a promotional vehicle for PMI's education and research activities and events.

My role of Master of Ceremonies and speaker also provided opportunities in Tokyo to raise the profile of PMForum, from which I expect further positive results in the future.

### **Finding New Resources**

Another objective for the Tokyo trip was to identify potential new advisors, authors, correspondents or contributors for PMForum and *PM World Today*. In that regard, I was also successful, with the following results:

New Potential Editorial Advisors:

**Professor J. Rodney Turner** – Professor of Project Management at ESC Lille School of Management in Lille, France, and the Kemmy Business School in Limerick, Ireland. He is adjunct professor at the University of Technology, Sydney (Australia), and Visiting Professor at Henley Management College (UK). Rodney is the author of 13 books and the editor of The International Journal of Project Management. He is a current vice president and a Fellow of the Association of Project Management (APM) in the UK and was President and Chair of the International Project Management Association (IPMA) during 1999-2000.



**Professor Xue Yan** – Visiting Professor at Peking University and honored professor of Postgraduate School, China Academy of Science. She is currently Vice President of the Project Management Research Committee of China and Director of the China Economic Mathematics Research Association. Professor Yan has been visiting scholar and research fellow at the University of Cambridge in the UK. She also works as a consultant for the Asian Development Bank in China and is a Member of the Certification and Validation Management Board for IPMA.

New Potential International Correspondents -

**Young Min Park, PMP, MSPM** – Board member and Chair of International Relations Committee of the Korean Project Management Association (KPMA) in Seoul, South Korea. A foundation member of KPMA, Mr. Park has been active in global PM societies for over ten years and has spent most of his 30 year career in project management. He has chaired various KPMA committees, has won KPMA awards, and has presented numerous papers and speeches at Korean and international PM events and conferences. Young Min runs his own company, PMsoft Korea.



**Alexandr Tovb** – Independent project management advisor and consultant, Alexandr was recently Deputy Team Leader and project manager on the European Union funded Projects “Land and Property Policy Reform I and II” of the EU-Russia Cooperation Program (TACIS), Moscow, Russia. He has over 30 years’ experience in a variety of organizations and industries, primarily associated with information technology (IT) projects. He is currently a vice president of the Russian Project Management Association SOVNET. Alexander Tovb is a Certified Project Manager (IPMA Level B01) and an International Project Management

Association (IPMA) assessor for professional PM certifications in Russia. He is a member of SOVNET, IPMA and the Moscow Chapter of the Project Management Institute (PMI®). He has published numerous articles and presented papers at PM professional conferences, seminars and events in Europe, Asia and Russia. He presented two papers at the International P&PM Symposium in Tokyo.

I collected business cards and identified a number of other potential authors and contributors as well. These are exciting new developments for PMForum, about which the world will hear more in coming weeks. So this objective was also well met in Tokyo.

### **Raising the Profile of PMForum**

Raising the profile of PMForum at the Symposium in Tokyo happened naturally, as I was named a member of the International Advisory Board for the Symposium over six months ago. The exposure was multiplied when I was named Master of Ceremonies for the opening session. Additional exposure was provided during my presentation on Monday afternoon. These were positive experiences and beneficial to both myself and our organization.

### **The Adventure – First Time in Japan**

Tokyo, the capital of Japan, is one of the largest cities of the world with a population of 12.64 million and the biggest of the 47 prefectures throughout Japan. Its long history of prosperity started with the establishment of the shogunate by Tokugawa Ieyasu in 1603. At that time, Tokyo was called Edo, which by the 18th century had grown to a huge city of over a million people. It is now Japan's center for political, economic, cultural, and various other activities as well as the origin for the dissemination of information.

Located geographically at about the center of the Japanese archipelago and in the southern part of the Kanto area, Tokyo shares borders with Chiba prefecture to the east along the Edogawa River, Yamanashi to the west along a mountain range, Kanagawa in the south along the Tamagawa River, and Saitama in the north. Being 2187 km<sup>2</sup> in area, the metropolis occupies only 0.6% of the national land, the third smallest of the 47 administrative divisions of the country.

This was my first visit to Japan. Riding into the center of Tokyo (Shinjuku Metro Station) from Narita International Airport via the NEX train was interesting, even after a 13 hour flight from Dallas. Clean countryside that reminded me of England, old yet well kept. Tokyo was huge and somewhat daunting, but clean and safe. Keio Plaza Hotel, a short walk from Shinjuku Station, was a very modern, first class business hotel. The room was beautiful and comfortable. Everyone that I met was friendly and courteous. It was a delightful experience!

Of course, the PMAJ symposium team had organized a number of social events for international participants, including dinner on Saturday, March 8 (day of arrival for many), a city bus tour followed by a wonderful dinner on Sunday, March 9, and a harbor and river cruise on Tuesday, March 11, at the conclusion of the symposium.



Here are a few photos from the city tour and harbor cruise.



Coupled with the opportunity to see old friends and meet new ones, the four days were very memorable.

### **The Fun of it All**

Did I mention the entertainment and singing contest during the reception on Monday evening, at the end of day one of the symposium?



The Korean team sang beautifully and won the contest (center photo). The team from Kazakhstan, Russia and Ukraine (right photo) tied for second, with the teams from the British Commonwealth + France, India, Indonesia, Japan and USA. It was pretty fun.



*(Photo: Adesh Jain, David Pells, Vladimir Voropajev)*

Needless to say, everyone had a great time during the social activities.

### **Revisiting the Value of Project Management Conferences**

It should be clear from the above how my personal objectives were satisfied, and significant value created for myself as an individual. But how does this relate to the value of PM conferences from the perspective of organizations, industries, governments and nations?

From the perspective of our organization, although PMForum is very small, I think that I returned from Tokyo with the following benefits to our company:

- More knowledgeable about project management, which should lead to increased productivity and performance of my duties.

- Increased reputation and visibility for myself, and for the company, among symposium participants, which could lead to new business.
- New knowledge about P2M, the Japanese standard, and other solutions and organizations showcased during the Symposium, which may be applicable on future projects or initiatives for the Company
- Improved relations with several existing customers, and potential new business and new resources were identified for the company

From the perspective of Industry, I can suggest the following benefits for specific industries that should have emerged from the Tokyo Symposium:

- New knowledge, including PM applications and solutions, was created and or presented for managing projects and programs in the IT, international construction and international development industries.
- As a result, productivity in those industries should improve, at least among the organizations that adapt this new knowledge.
- Those industries also had high visibility at the Tokyo symposium.

From the perspective of governments & nations, the following benefits resulted from the Tokyo Symposium, in my opinion:

- The Japanese Ministry of Economy, Trade & Industry (METI), the main government sponsor of the Tokyo symposium benefited from increased visibility and credibility.
- The Japanese government and economy should benefit as new information and knowledge are applied to managing programs and projects more efficiently in the country.
- Japanese organizations that compete in the global economy should gain additional advantages, based on information and knowledge produced by the Symposium, both by Japanese authors as well as international experts who brought information about global best practices, standards and developments to Japan.
- The quality and range of project management solutions and providers in Japan should increase and grow, with secondary benefits accruing to the Japanese economy and people.

And finally, the Tokyo Symposium added value to the project management profession in at least the following ways:

- The Tokyo symposium provided an opportunity for local Japanese project managers and professionals to grow and advance professionally.
- New project management knowledge was created and has become available to the local and global PM professional communities;
- Professional leaders from around the world came together to share and discuss project management, returning to their home communities with new information.
- PMAJ, and the PM professional community in Japan, were strengthened by having conducted a successful symposium, by raising PMAJ's profile in Japan, by attracting new and more participants, and by increased credibility with and among major Japanese organizations, both industrial and governmental.
- The symposium advanced and promoted professional project management in the global business community, with obvious benefits to the profession.

This editorial was intended to provide a very concrete example of the benefits that can result from participating in an international project management conference or symposium. Some value accrues to the individual participant, as is apparent from the above. But other value is returned to organizations, local industries, the host government and community, and to the PM profession.

Project management conferences are important, providing a wide range of opportunities for potential value added for all participants. Sometimes the cost is high, and in most case, the benefits gained will be based on the effort given to achieve those benefits. My recent experience in Tokyo was a tremendous opportunity for myself and PMForum to gain important value. This editorial was another opportunity to share this information with you.



I want to congratulate Mr. **Hiroshi Tanaka** and his team at PMAJ in Tokyo once again for a highly successful International Project and Program Management Symposium Tokyo 2008. It really was fantastic!

Thank you, and  
Good luck on your Projects!

*Editor's note: This paper was published several years ago so some of the links in the paper may no longer connect to the reference website.*

## About the Author



### **David L. Pells**

Managing Editor, PMWJ  
Managing Director, PMWL



**David L. Pells** is Managing Editor of the **PM World Journal** ([www.pmworldjournal.net](http://www.pmworldjournal.net)) and Managing Director of the PM World Library ([www.pmworldlibrary.net](http://www.pmworldlibrary.net)). David is an internationally recognized leader in the field of professional project management with more than 35 years of experience on a variety of programs and projects, including engineering, construction, energy, defense, transit, technology and nuclear security, and project sizes ranging from thousands to billions of dollars. He has been an active professional leader in the United States since the 1980s, serving on the board of directors of the Project Management Institute (PMI®) twice. He was founder and chair of the Global Project Management Forum (1995-2000), an annual meeting of leaders of PM associations from around the world.

David was awarded PMI's Person of the Year award in 1998 and Fellow Award, PMI's highest honor, in 1999. He is also an Honorary Fellow of the Association for Project Management (APM) in the UK; Project Management Associates (PMA - India); and Russian Project Management Association. Since 2010 he is an honorary member of the Project Management Association of Nepal. From June 2006 until March 2012, he was the managing editor of PM World Today. He occasionally provides high level advisory services for major programs, global organizations and the U.S. federal government. David has a BA in Business Administration from the University of Washington and a Master's degree in business from Idaho State University in the USA. He has published widely, spoken at conferences and events worldwide, and can be contacted at [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).

*To see other works by David Pells, visit his author showcase in the PM World Library at <http://pmworldlibrary.net/authors/david-l-pells/>*