

PM WORLD TODAY – FEATURED INTERVIEW – NOVEMBER 2008

## **Interview with Russ Archibald** **Project Management Pioneer**

*Part III – The Early Years of the PM Profession  
Outside of North America*



**Russell Archibald**, PhD (Hon), PMP, PMI Fellow, is a globally-recognized author, consultant and lecturer on project management. With a career spanning more than 50 years, Russ has broad international experience in engineering, operations, program and project management. He has experienced three project management related careers: Management Consultant, Corporate Executive, and Military/Aerospace. In recent years, He has consulted to a wide variety of large and small organizations in many industries and in 12 countries on 4 continents. Russ Archibald is a Fellow and Certified Project Management Professional (PMP) of the Project Management Institute (PMI®) (member No. 6, one of the five original trustees), an Honorary Fellow of the Association of Project Management (APM/IPMA) in the UK, and is listed in Who's Who in the World. In 2006 he received the PMI-College of Scheduling "Jim O'Brien Lifetime Achievement Award."

Russ is the author of 3 editions of the best-selling book, "Managing High- Technology Programs and Projects" (1976, 1992, and 2003, also published in Japanese, Italian, Italian, Russian and Chinese) and the co-author of "Network Based Management Information Systems (PERT/CPM)" (1967). Russ has presented many papers over the years at PMI and International Project Management Association (IPMA) conferences in North America, South

America, and Europe, and is widely published in periodicals on professional project management. He holds Bachelor of Science (University of Missouri) and Master of Science (University of Texas, Austin) degrees in Mechanical Engineering. As a pioneer in the field, Russ received an honorary Ph.D. in strategy, program, and project management from the Ecole Superieure de Commerce de Lille (ESC-Lille) in Lille, France in August 2005. Currently residing in Mexico, Russ Archibald's personal website can be found at [www.russarchibald.com](http://www.russarchibald.com).

**Editor's Note:** *Russ Archibald is a founder of PMI and one of the pioneers in the field of professional project management. He has been an active supporter of PMForum and PM World Today for many years. A recognized supporter and mentor for many professional leaders around the world of project management, Russ is well known throughout North and South America, Europe, Russia and elsewhere for his global knowledge, research, professionalism and personal warmth. Part one of our interview with Russ, published in the September edition of PM World Today, dealt with the first part of Russ' career as he witnessed and participated in the beginnings of the professional project management field. (see Part 1 at <https://pmworldlibrary.net/wp-content/uploads/2019/06/2008-PMWT-Interview-with-Russ-Archibald-Part-1.pdf>). Part 2 of the interview with Russ focused on his participation in and knowledge about the formation and early years of the Project Management Institute and the PM profession in North America. (see Part 2 at <https://pmworldlibrary.net/wp-content/uploads/2019/06/Nov-2008-PMWT-Interview-with-Russ-Archibald-Part-2.pdf>). Part 3 includes Russ' memories and knowledge of the early years of the PM profession outside of North America. Part 4 will deal with Russ' recent research, his observations about the current state of the project management world, and his predictions for the future of this field.*

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**PM World Today (PMWT):** Let's change focus now and consider the rest of the world. Were you aware of the discussions and meetings occurring in Europe that resulted in the startup of INTERNET (Now the International Project Management Association (IPMA)) in the 1967 timeframe?

**Russ Archibald (Archibald):** In 1972 I was invited to be the keynote speaker for the "Third International Congress on Project Planning by Network Techniques, INTERNET 72," in Stockholm, Sweden, May 15-19, 1972. There were 145 papers presented in 5 streams during this 5-day Congress. This was my first contact with IPMA, then called INTERNET. It was a big Congress as I recall, with something like 800 people participating. This was the 3<sup>rd</sup> INTERNET Congress: the 1<sup>st</sup> was in Vienna in 1967 and the 2<sup>nd</sup> in Amsterdam in 1969. I was not aware of any of this activity until I received the 1972 invitation to speak in Stockholm.

My 1972 keynote presentation was titled "*Management Information Systems for Projects and for Organizations: A Comparative Overview*." The proceedings of this Congress were published in 3 volumes totaling 666 pages, with my paper on pages 1 to 13.

Of course I met many new friends in Stockholm and also saw a number of old friends and acquaintances there: **Ivars Avots, Dr. Larry Bennigson, Dr. Prof. Goeffrey Trimble, Sebastian Dworatschek, Al Feiler, Bob Gillis, Dennis Gower, Jack Grimshaw, Roland Gutsch, Steen Lichtenberg, Klaus Pannenbacker, and Sam Phelan**, who all presented papers at INTERNET 72. We either knew each other from earlier encounters in the US or UK, or became good new friends and in some cases collaborators over the years. **Dr. Larry**

**Bennigson**, then a professor at the Harvard Business School in Boston, had presented a paper at the second annual PMI Seminar/Symposium in St. Louis MO in 1970, for example.

One major highlight for me of that Stockholm INTERNET 72 Congress was my first meeting with **Dr. Peter Norden** of IBM, who presented a paper there titled “*On the Integration of Project Management and Information Systems.*” Peter was the father of IBM’s PMS 360 application package (for IBM’s 360 mainframe computer), released in the mid to late 1960s, which I used with a number of clients and within several ITT Corp. companies on 3 continents. Peter also was the author of a seminal paper on project management titled “*On the Anatomy of Development Projects,*” published in the *IRE Trans-Engineering Management*, vol. 7, 1960, pp 34-42, which had a great influence on me and my understanding of and interest in project management. I was sorely tempted but decided not to accept a job offer from Peter a year or so later to join his staff at IBM in Poughkeepsie, New York.

As most of your *PM World Today* readers know, IPMA today is an international network consisting of 45 national project management associations in as many countries all over the world. Its next big event is the IPMA 22<sup>nd</sup> World Congress in Rome, Italy, Nov. 9-12, 2008. (See <http://www.ipmaroma2008.it/> ) I will be presenting a paper there titled “*The Interfaces Between Strategic Management of an Enterprise and Project Portfolio Management Within the Enterprise.*”

At the 1972 Stockholm Congress I agreed to serve as a member of the newly formed INTERNET Board of Directors along with Canadians **Bob Gillis** and **David Curling** for about 10 years. I continued my involvement in IPMA for many of the subsequent 36 years, including the following:

Papers Published in the Proceedings of the IPMA/INTERNET International Congresses:

2008 – ROME  
 2004 – BUDAPEST  
 2003 – MOSCOW – 2 papers  
 1992 – FLORENCE –with **DR. STEEN LICHTENBERG** (Denmark) – KEYNOTE PAPER  
 1990 – VIENNA  
 1988 – GLASGOW – 2 PAPERS, 1 with **DR. SANDRO MISCIA** (Italy)  
 1979 – GARMISCH-PARTINKIRCHEN GERMANY – KEYNOTE PAPER  
 1976 – BIRMINGHAM UK – KEYNOTE PAPER  
 1972 – STOCKHOLM – KEYNOTE PAPER

Proceedings of the IPMA INTERNET International Expert Seminars, Rushlikon/Zurich, Switzerland:

1973 to 1990: 5 papers (including 1 KEYNOTE.)

In the interests of equal coverage, here’s a summary of my papers and presentations for PMI publications and meetings over the same period of time:

Proceedings of the PMI World Congresses/International Seminars/Symposia

1969 to 2008: 8 papers (including 2 KEYNOTE PAPERS.)

Presentations at Meetings of Project Management Institute Chapters and Regions:

1989 to 2008: 23 papers, (including 2 KEYNOTE PAPERS), to 15 PMI chapters in 5 countries on 3 continents.

**PMWT:** Did you know any of the founders of the Association for Project Management (APM) in the United Kingdom (UK) or IPMA? If so, who did you know and how did you meet?

**Archibald:** In 1969 my boss at Booz, Allen and Hamilton, **Marvin Flaks**, left that firm to join ITT Corp. as a Corporate VP in the Office of the President, ITT Corp., in New York City. That was when **Harold Geneen** was President and Chairman of the Board of that conglomerate. Within a year I also left Booz, Allen and joined Marvin as an Assistant Director of Staff Operations in New York. Marvin and his small staff operated as internal consultants with 2 of us primarily focused on improving the project management capabilities within ITT's many subsidiary national companies in Europe, Latin America, and the Asia/Pacific region. One of my first assignments was with Standard Telephones and Cables/STC, in the United Kingdom. In the early 1970s I was spending a lot of time in and around London, as well as in ITT's Europe headquarters in Brussels. I also worked with the ITT telecommunications companies in Belgium, France, Germany and Spain – plus Puerto Rico, Brazil, Argentina, and then a 2-year resident assignment in Mexico in the mid 1970s as Project Manager of a major telecommunications project there.



The website of the UK IPMA affiliate (<http://www.apm.org.uk/History.asp>) states: "13th May 1972, a group of esteemed British engineers and managers meet at the INTERNET World Congress conference in Stockholm, Sweden to form INTERNET UK." (INTERNET UK became the Association of Project Managers/APM in 1975 and then the Association for Project Management/APM in 1999. INTERNET changed its name in 1977 to the International Association of Project Management/IPMA when the world-wide Internet usurped that name.) I was invited in June of 1972 to a meeting in London that I recall to be the formation meeting of what is now the Association of Project Managers/APM. I joined at that meeting as member number 3 of APM, which had about 100 members at that time. I first met **Dr. Martin Barnes**, APM Member No. 10 (and presently President of APM) there, together with many other very active members of APM. The numbers were obviously assigned on an alphabetical basis to those in attendance at that 1972 meeting. Other APM founding members I knew fairly well include **Dennis Gower** and **Jack Grimshaw**.

During those years I got to know quite a few of the leading members of APM and IPMA, but I hesitate to try to name them all for fear of leaving out someone for whom I have great respect. I managed to attend a number of early APM meetings whenever I was in Europe on assignment with one of the ITT companies in the UK and other countries in Europe. APM

kindly made me a Fellow in 2002 and an Honorary Fellow in 2003, even though I had let my membership in APM lapse for a few years in the 1980s when my corporate responsibilities did not involve project management matters very directly. So my APM membership number is no longer 3 but now is 26,134!

APM today has 16,500 members and 500 corporate members in the UK and abroad, with an excellent 4 level certification program aligned with IPMA's certification program that is focused heavily on proven capability and not knowledge alone. APM's web site states: "At the heart of APM is the [APM Body of Knowledge](#); fifty-two knowledge areas required to manage any successful project. We promote the use of the *APM Body of Knowledge* through qualifications, accredited training, research, publications and events." I strongly recommend that your readers explore the APM web site at <http://www.apm.org.uk/> . There is more to project management than what PMI produces!!

I think it is important to note that the APM Group/APMG was formed when APM spun off its commercial activities, I believe in the late 1980s. See <http://www.apmggroup.co.uk/asp> . My good friend **Alan Harpham** is Chairman of APMG, which is based in High Wycombe, Buckinghamshire, UK, and provides high-quality accreditation and qualification services to organizations based primarily in the UK and Ireland, including APM's 4 level certification program. APMG is a leading Accreditation, Certification and Qualification organization recognized internationally by government agencies, including the Office of Government Commerce in the UK. Their other global offices are located in the US, the Netherlands, Germany, Denmark, China and Australia. This is a very different approach to PM certification than that practiced by PMI, and worthy of consideration by PMI, in my opinion. I first met Alan Harpham when he invited me to teach short segments of the MBA level course over several years in the 1980s in project management that he was in charge of at the Cranfield Institute in the UK.

One last comment about project management organizations in the UK: The UK Office of Government Commerce has for some years actively promoted and encouraged some very effective improvement efforts relating to project and program management throughout the UK (and elsewhere, in fact) in both governmental and private agencies. See <http://www.ogc.gov.uk/> . Go to [http://www.ogc.gov.uk/resource\\_toolkit.asp](http://www.ogc.gov.uk/resource_toolkit.asp) to download very useful and valuable resources related to its PRINCE2 and other excellent PM documents and practices.

**PMWT:** When did you meet **Roland Gutsch** in Germany? What do you recall from those meetings, or about his role in the formation of INTERNET (IPMA)?

**Archibald:** I met Roland Gutsch for the first time in Stockholm at the INTERNET 72 Congress, where he was on the INTERNET International Steering Committee representing Germany. He wrote the Foreword to the INTERNET 72 Proceedings. We became good friends over the years, and we met at each of the 5 INTERNET Expert Seminars that I attended from 1973 to 1990 and many of the INTERNET/IPMA Congresses that I was able to attend. He was rather in poor health the last time I saw him, which I think was in 1990 in Vienna, but still in the company of a lovely lady some years his junior. I googled him just now and learned that he celebrated his 80<sup>th</sup> birthday in 2006.

Roland Gutsch was a key player in the initial formation and continued development of INTERNET and IPMA, and founder of GPM, the German member of IPMA. He was and probably still is a tireless, enthusiastic promoter of international cooperation in project management, and is a fun person to spend time with in informal settings. I'm sure that he continues to contribute a great deal to the German literature on project management in general and project management information systems in particular.

**PMWT:** What else do you recall from those early INTERNET conferences that you attended? Are any of your INTERNET papers still available for readers?

**Archibald:** The INTERNET/IPMA Congresses were – and continue to be – very informative and also very entertaining events, educational in several dimensions. Usually the cultural parts of the programs are the most memorable, with local governmental involvement, from Queens, Kings and Prime (and other) Ministers to full orchestras, choruses, ballets and other professional dancing ensembles, to singing competitions between various country delegates.

My good friend **Morten Fangel** from Denmark (“the Victor Borge of PM”) will launch the first edition of the IPMA Song Book with a collection of songs from various countries at the IPMA Roma 2008 World Congress – see <http://www.ipmaroma2008.it/news.php?ID=00045>. Seeing the sights in and near the historic locations where many of the Congresses have been held always adds tremendously to the experience of participating in IPMA events. The wonderful hospitality of the local population in those countries also adds immeasurably to the experience.



Regarding the availability of my papers from those early years, I still have hard copies of some of them. I donated my collection of PMI and IPMA Proceedings, books, and journals to the University of California-Northridge (Los Angeles) in 1994, so don't have all of them in the files that I retained and brought with us when we moved here that year to San Miguel de Allende, in the central mountains of Mexico. A number of my recent papers that are in digital form can be downloaded from my web site at [www.russarchibald.com](http://www.russarchibald.com). Much of what I said over the years that has any lasting value appears in my books.

**PMWT:** INTERNET congresses can be quite entertaining. What was the most memorable one that you attended and what can you remember about it?

**Archibald:** Budapest, Florence, Vienna, Garmisch-Partenkirchen, Moscow, Glasgow, Stockholm, Rushlikon – all very memorable and fascinating cities. The Swiss Alps, Bavarian Alps, Oktoberfest, Tuscany, Red Square and the Kremlin, a Hungarian horse farm, Viennese waltzes, Buckingham Palace, a party on the Blue Danube – it's difficult to choose any one of them as best. They are all memorable for different reasons. What turns you on (intellectually, aesthetically, spiritually or otherwise) when you are 30, 40 or 50 may not be what turns you on at 84!

After thinking about this question for a while longer, I have concluded that the most memorable INTENET/IPMA sessions I have experienced were the 5 IPMA International Expert Seminars that I participated in at the Gottlieb Duttweiler Institute for Economic and Social Studies in Ruschlikon/Zurich, Switzerland. I still have the announcement (in English and German) in hand for the Expert Seminar on “Managing International Projects” that I spoke at (my topic was “The Technology Transfer Problem in Project Management: Problems and Possible Solutions”) on Nov. 30 to Dec. 3, 1977. The first 2 days were devoted to 14 invited speakers, and the last 2 days were Working Group sessions. The Working Groups were formed around the topics that emerged from the papers presented by the invited speakers, and each Group was expected to produce a report of their work. The Groups could choose English, German, or French as their working language. The subjects and number of the groups were decided on site by the invited speakers and the organizers, as I recall. These Expert Seminars were open to all comers, in addition to the invited speakers, and they could float around the Working Groups as they wished.

This was a terrific format that worked very well. I wish they had continued these seminars, and don't know why they were discontinued. I recall first meeting another good friend, **Dr. Peter Morris**, at the 1990 IPMA Expert Seminar. My good friend **Alan Harpham** and I co-authored (with the whole Working Group team) a paper from that 1990 seminar titled “*Project Manager's Profiles and Certification Report.*”

**PMWT:** What else can you remember from professional project management activities in Europe during the 1960s and 1970s? Did you have any interaction with European professional leaders during your days in France and Italy during that period (see Part I of the Archibald Interview)?

**Archibald:** My earlier responses cover much of that time period. In 1975 **Marvin Flaks** left ITT Corp. and became Director General of DBA, then the large Bendix Corp. European subsidiary in Paris, France. He persuaded me to join him there and move (with Marion and our younger son Mark, then 14) from Mexico City to Paris. I managed several big projects there and kept in touch with PM leaders in several countries and attended a Congress or two. In 1976 I moved to Bendix headquarters in Southfield, Michigan as Regional Director European Operations and then VP-Planning for Bendix International. During that time I commuted to India (a long haul from Detroit) setting up a joint venture for Bendix there to manufacture air and hydraulic brakes for trucks and cars, among other things.

I took early retirement from Bendix in 1982 (at age 58) and then got back into project management full-time as an independent consultant. I had written the 1st edition of my book, “Managing High-Technology Programs and Projects” while in Mexico City. It was published in 1976, but I was not able to capitalize on that book very much until 1982. The book was translated into Italian in 1976, and during 1982-92 I presented four 1-week seminar-workshops each year for ENI, the government-owned holding company in Italy. Much of that book was based (with their permission, of course) on the ITT Corporate Project Management Manual that I had written during my years at ITT Corp.

**PMWT:** I know that you have traveled in Russia and participated in conferences there in recent years. Were you aware of any developments related to modern professional project management in the Soviet Union during the 1960s, 70s or 80s?

**Archibald:** Marion and I took a wonderful 10-day river cruise from St. Petersburg to Moscow in 1999, and met with **Vladimir Liberzon** (through your kind introduction to him, David (*Pells, Editor of PM World Today and PMFORUM.*)) I later sent him a copy of my 1992 book and that resulted in its being published in 2001 in Russian (as well as the later Russian translation of my 2003 edition). This in turn led to my doing a number of seminars in Moscow and Ukraine (Kiev and Odessa) with Vladimir and his associates there, together with PMP **Ed Fern** from Southern California. **Alexey Bazhenov** was the technical editor of the translation of both books, and I have done some seminars with him and his partner **Alexey Arefiev** in the consulting firm of PM Office. I also got to know Professor **Vladimir Voropaev**, another good friend of yours, David. In 2005 I presented 2 papers at the IPMA Congress in Moscow. That 1999 trip was my first exposure to Russia, and I highly recommend that river cruise to anyone interested. It gives you a wonderful first impression of those two beautiful cities and the immensity and beauty of that part of Russia.

My association with Vladimir Liberzon, founding President of the PMI Moscow Chapter, has made me aware of some very powerful advances in Russian PM software applications, especial the Spider Project PM application package. Its development started some years prior to *perestroika*, and when that historic period hit Russia, Vladimir Liberzon was ready to commercialize that powerful package. It is the most widely used one in all Russian speaking countries now, as well as in a number of other countries, including the U.S., Canada, and Brazil.



I co-authored and co-presented a paper at the PMI College of Scheduling in Chicago in May of this year with Vladimir Liberzon and **Peter Mello**, from Brazil. The paper is titled “The Application of Success Probabilities, Success Driven Project Management/SDPM, and Some Critical Chain Concepts to the Oil & Gas Industry in Brazil.” That paper highlights several unique features of Russian PM and the Spider Project package. It also includes a summary of the legacy of the Soviet decades that explains why the Spider Project application package is so advanced with regard to concepts like the Resource Critical Path that Liberzon talks about in his many papers presented at PMI conferences over the last 10 years or so. The paper is based on the current application of the Spider Project package in the oil and gas industry in Brazil. (A copy of that paper is available on my website – go to ‘author’, then ‘recent papers.’)

For a summary of the history of project management in Russia up to 1997 see “Project Management in Russia, *Basic Notions, History, Achievements, Perspectives*,” by Vladimir I. Voropajev, 1997, published by PMI.

**PMWT:** You have also spent a lot of time in Brazil over your career. Was anything happening there related to modern professional project management?

**Archibald:** I first traveled to Brazil at age 20 as a pilot with the U.S. Army Air Corps in 1944 during WW II when I was stationed in the Panama Canal Zone with the 20<sup>th</sup> Troop Carrier Squadron. We piloted C-47 aircraft to every major city in Central and South America plus the Caribbean Sea. My first trip back to Rio as a consultant in project management was in 1968 or 1969 when I presented (at age 44 or 45) the first of a series of 5 day on-site PM seminars to Petrobras, the Brazilian oil and gas company, then and now the largest company (I believe) in all of Latin America. I went back to do some more seminars for Petrobras some years later in the mid 1970s and for the last time in 1982, soon after I retired from Bendix. By that time Petrobras was very well along in their development of pretty strong PM capabilities, at least in certain parts of the company. By then Petrobras had developed into the world leader in deep water off-shore exploration technology, and I'm rather proud of the fact that I managed to arrange to introduce some key managers from Petrobras to the top people in India in their oil and gas ministry at a specially arranged meeting in Bombay (now generally called Mumbai.) I had spent a lot of time in India getting the Bendix joint venture there completed.

Sometime during the 1970s and 80s I met my good friend **Paul Dinsmore**, a fellow PMI Fellow, who has been in Brazil now for many years and who is a leading authority on project management in Brazil and in fact the world, with his many books and his wide consulting practice in the U.S., Brazil and several other countries. There are 17 PMI chapters now in Brazil, plus an active IPMA association with branches in several of the many Brazilian states.

In 2004 I met **Darci Prado**, a PM consultant who has written 7 books on project management in Brazilian Portuguese (including one that I co-authored with him directed to senior executives), and who has developed a very interesting PM maturity model. I have been writing and speaking about the need for a systematic method for categorizing projects for some years now, and Darci and I have combined his PM model with my recommended project categorization approach, with interesting results.

See [http://www.maturityresearch.com/en/index\\_en.html](http://www.maturityresearch.com/en/index_en.html) for a complete description of this model and to download our reports – at no cost! His maturity model is based on 40 questions, can be applied with only a few hours of training, and produces very useful results in the shape of specific improvement plans. The research is continuing and involves 260 industrial, business, and governmental organizations.

**PMWT:** Were you involved in any way when the first PMI chapter was formed in Brazil in the 1970s? Did you know **Marcio Prieto** or other PMI members in Brazil at that time? If so, what can you recall of their efforts? (note the first PMI chapter in Brazil was stopped during the Brazilian economic and currency problems in the early 1980s.)

**Archibald:** No, I was not involved in the formation of the first PMI chapter in Brazil. I met Marcio Prieto many years ago, but I don't remember exactly when. He is a very knowledgeable PM expert and a wonderful person – lots of fun to be with, like most Brazilians.

**PMWT:** When and how did you meet **Alan Stretton** from Australia? Were you aware of or involved in any way in the formation of the Australian Project Management Association (AIPM) during the 1970s?

**Archibald:** I have only been to Australia a few times, once to do a seminar in Perth in the 1970s, and several times to Sydney and Melbourne on non-PM business with Bendix. So I have not had the opportunity to be directly involved with PM developments in that large country. I think the first (and probably only) time that I met Alan Stretton was in August 2005 at the ESC Lille Graduate School of Management in France, when Alan and I were both awarded Honorary Doctorates in Strategic Programme and Project Management.



That happy event occurred during **Christophe Bredillet's** annual International Workshop in Project Management at ESC Lille, which is a wonderful event that brings together an interesting mixture of teachers, consultants, practitioners from all over the world, and graduate students at ESC Lille, with great benefits to all parties.

*(Photo: ESC Lille Professor **Christophe Bredillet**, Dean and General Manager **Jean-Pierre Debourse**, Russ Archibald receiving honorary Doctorate degree in 2005)*

**PMWT:** Did you have any interaction with **Hiroshi Tanaka** or leaders at ENAA in Japan during that period?

**Archibald:** My 1976 first edition of "Managing High-Technology Programs and Projects" was translated into Japanese in 1978 (I think it was), and I was invited to present a seminar in Tokyo a year or so later by ENAA. But I don't remember meeting Hiroshi Tanaka until much later. That occurred in 2004, if I remember correctly, at Dr. Prof. Christophe Bredillet's August ESC Lille International PM Workshop. Since then we have become good friends, meeting at IPMA and some PMI congresses as well as at the ESC Lille Workshops almost every year. Hiroshi has done an immense amount of work to improve and promote project management in Japan and throughout the world.

**PMWT:** What about other professional developments in Asia or the Asia Pacific region?

**Archibald:** In the 1980s I made 10 trips to the Northwest Frontier Province of Pakistan for the World Bank to present 10-day PM seminar/workshops at the Tarbella Dam facilities (not far from Peshawar) for middle managers from the Pakistan Water and Power Development Authority/WAPDA. The Russians were still in Afghanistan at that time, and a couple of million refugees were camped near Tarbella, so I could only go part-way through the Khyber Pass. I did go with a caravan of my students (all but me in tribal garb) on one trip up to the city of Gilgit, equidistant from the borders of Pakistan, Afghanistan, China, India and Kazakastan. What a ride that was on the famous K-K Highway! That is a fascinating part of the world, and I believe that the Tarbella Dam is still the largest earth-filled dam in the world. Its hydroelectric power generating station and the irrigation system tied to the dam are vitally

important to that nation's economy. I would not want to go to Tarbella right now, incidentally.

While I was traveling to India frequently for Bendix in the 1970s and 80s, I gave a few talks on PM at one or two universities in Bombay/Mumbai and Poona. There was not very much discernable interest in PM in India at that time, although there obviously were many high-technology projects going on, especially in the Bangalore area. At that time India had the 10<sup>th</sup> largest industrial economy in the world. I haven't checked that recently, but it has probably moved up in that ranking today. The huge movement in India into IT that has been described by Tom Friedman in his great 2005 book "*The World is Flat*" was just beginning to be noticeable (at least to me) in the mid-1980s. Now of course India has world-class PM teachers and practitioners, as exemplified by **Adesh Jain** and his Centre for Excellence in Project Management in India.

**PMWT:** Where else in the world did you see professional project management starting to emerge during the 1960s and 1970s? Are there any other organizations, people or events in that regard that you might like to mention?

**Archibald:** I think we have exhausted my personal knowledge of that period.

**PMWT:** Is there anything that you might like to add or mention related to the formation and early years of the global project management profession?

**Archibald:** Nothing comes to mind right now. I hope that I have not rambled on too much in trying to answer your questions. If any contemporaries remember some of these events differently it would be great to hear their version of what happened and how it happened. My memory is certainly not infallible!



*(Photo: PM World Today Managing Editor David Pells & Russ Archibald, July 2008, Washington DC)*

**Editor's note:** We want to thank Russ Archibald for the time he took to answer these questions, answers that reflect developments worldwide during the exciting early days of the project management profession.

**Don't miss Part 4 of the Interview with Russ Archibald  
in the January 2009 edition of  
*PM World Today***