

**Tribute to Russ Archibald<sup>1, 2</sup>**  
**Russell D. Archibald: 1924 – 2020**  
**Project Management Icon**



**Foreword**

*Russ Archibald, an icon in the project management professional world, passed away on 3 May 2020 of natural causes at the age of 96. The immediate reaction was an outpouring of condolences, memories and tributes from his many friends around the world. One of the most respected and well-liked project management experts in the world, Russ left a distinguished body of work related to the management of projects, programs and portfolios – articles, books, papers, presentations, even utube videos. He lived life as a student, musician, aviator/soldier, engineer, international project manager, executive, project management professional, then author, consultant and educator of thousands; he influenced many more. He was a beloved husband, father and grandfather and a kind human being. He was a long-time supporter of the PM World Journal and its predecessor, PM World Today. He was a PMWJ global advisor, often providing comments, feedback and original works for publication. He was also a mentor and good friend over the last two decades. Most of all, he was an inspiration to me and to all who knew him. He inspired us all to think more, to do more, to be more. This tribute is to document a little more about Russ Archibald, to share personal tributes to him from his friends around the world along with my own, and to pay his memory the respect that it so deserves. And it's for his family.*

David L. Pells  
Editor/Publisher, PMWJ  
May 31, 2020

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<sup>2</sup> This tribute includes condolences, statements and tributes from Russ Archibald's friends and colleagues around the world. If you knew Russ and would like to add a tribute, please contact [editor@peworldjournal.com](mailto:editor@peworldjournal.com).

Russell Archibald, one of the world's best known and most popular project management experts, passed away at his home in San Miguel de Allende, Mexico on Sunday, May 3<sup>rd</sup>, 2020 at the age of 96. With Marion, his wife of 74 years, at his side, he died of natural causes and was at peace at the time of passing. According to his family, his ashes were interred in a special wall of St. Paul's Anglican Church of San Miguel. He was survived by his wife Marion, daughters Barbara and Danielle, son Mark, several grandchildren and great-grandchildren, and many, many friends around the world. In lieu of flowers, the family asked that donations in his name be made to the San Miguel el Grande Pro Musica Association Scholarship Fund. Russ' obituary and donation information can be found at <http://www.promusicasma.org/>.

Russell Dean Archibald, PMP was a founding trustee and member #6 of the Project Management Institute (PMI), today the world's largest professional organization serving the project management field. He presented the first paper at PMI's first conference in Atlanta in 1969, presented keynote presentations and papers at many other PMI conferences over the years, was PMI vice president and program chair of PMI's first Seminars/Symposium in 1970, received the PMI Fellow Award in 1989, served as President of the PMI Southern California Chapter during 1991-92, and received the Jim O'Brien Lifetime Achievement Award from the PMI College of Scheduling in 2006. He actively supported the formation and growth of the PMI Mexico Chapter in Mexico City, and spoke at many other PMI chapters over the years.



*Left: the late Eric Jenett, PMI Founder/Fellow, Russ Archibald, 1971*



*Left: Jim O'Brian, Russ Archibald, Shane Archibald, Stu Ockman, 2006*



*Right: Jim O'Brian, Eric Jenett, J. Gordon Davis, Russ Archibald, Chicago, 2007*

Russ (as he was known to his friends) who happened to be working in England at the time, was also a founding member (#3) of the Association for Project Management (APM) in the UK in 1972. He was later named an Honorary Fellow of APM, maintaining many friendships among APM leaders over the decades. While living and working in Europe in the 1970s, he met the leaders and became active in the International Project Management Association (IPMA – initially called INTERNET), serving on the INTERNET Board of Directors during 1979-1990; he presented keynote papers at IPMA/INTERNET International Congresses in Stockholm, Sweden in 1972, Birmingham, UK in 1976, Garmisch-Partenkirchen, Germany in 1979, and Florence, Italy in 1992.

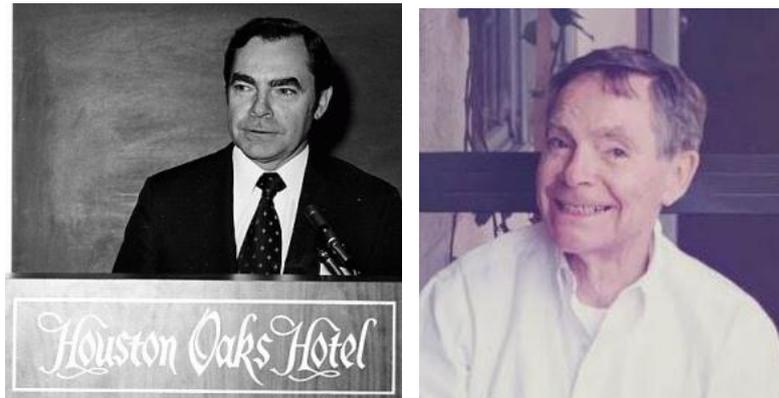
Russ had more than 70 years of broad international experience in program and project management, as well as operations and engineering management. He described it all as having had three basic careers:

- **United States Army Air Corps and Air Force** (1943-46, 1951-58)/**Aerospace** (12 years), as USAF Senior Pilot (Captain), project officer, design and project engineer, and branch manager with the USAF Air Research and Development Command; and 3 years as design engineer and department manager, Aerojet General Corporation and Hughes Aircraft Company.



*Photos: Russ Archibald in late 1940s, photos courtesy of the Archibald family*

- **Corporate:** (17 years), as a mechanical engineer in petroleum refinery construction and operation (Creole Petroleum, Venezuela), and project manager and senior executive in telecommunications (ITT Corp., USA and Mexico) and in automotive manufacturing (Bendix Corp., France, India and the United States.)



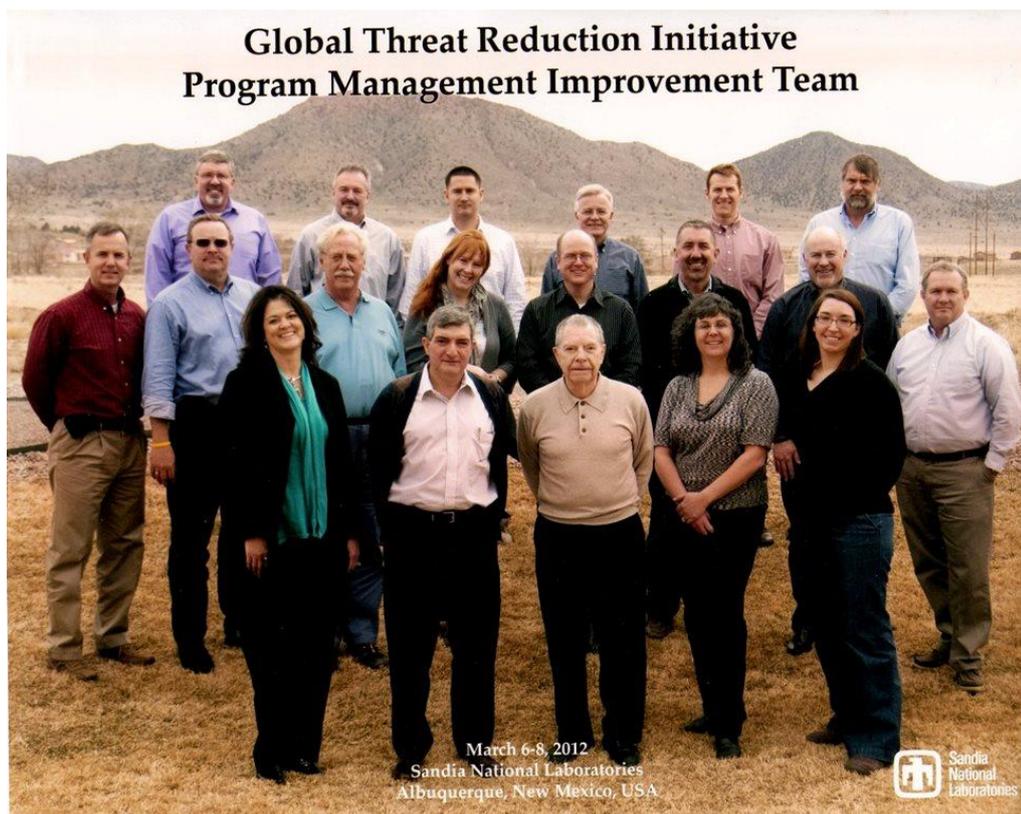
*Left: Russ Archibald, Houston, Texas, 1971 - Right: Russ in California, 1997*  
*Photos courtesy of the Archibald family*

- **Management Consultant** (35+ years: Archibald Associates; CPM Systems, Inc.; Booz, Allen & Hamilton), in project and strategic management. He consulted in 16 countries on 4 continents to large and small companies in telecommunications, information technology, industrial, engineering, construction, consumer product and service sectors, plus federal and local government agencies and international development banks. Russ also presented expert witness testimony to USA state and Federal rate-setting agencies for several nuclear power plant and the Trans-Alaska Pipeline design/construction projects, and on litigation involving project management software application packages.



*Russ Archibald receiving honorary PhD at ESC Lille, France, 2005*  
*Prof Christophe Bredillet (on left), Prof Jeanne-Pierre Debourse (center)*  
*Photo courtesy of Alan Stretton*

From 2007 – 2013, Russ was a member of a senior program management advisory team supporting the Global Threat Reduction Initiative (GTRI) at the National Nuclear Security Administration (NNSA) in Washington, DC. (GTRI was the U.S. government's massive program to secure and eliminate at-risk nuclear and radiological materials in the U.S. and around the world from the risk of misuse or terrorism).



*Russ Archibald, front row center*  
*Sandia National Lab, New Mexico, USA, 2012*  
*Photo courtesy of NNSA*

Russ is co-author of the book **Leading and Managing Innovation** (CRC Press, 2<sup>nd</sup> Ed. 2016) author of **Managing High-Technology Programs and Projects** (Wiley, 3rd Ed. 2003), also published in Russian, Italian and simplified Chinese 2004; previous editions 1976/1992 published in Italian, Japanese, and Russian; and co-author of **Network-Based Management Information Systems (PERT/CPM)** (Wiley, 1967), published in Hungarian 1971; plus numerous articles, papers and presentations. He was co-author, with Darci Prado, of the book **Project Management for Executives – Including Portfolios and Programs**, published in Portuguese and English in Brazil.

Remaining active over the last 15 years, he authored or co-authored seminal papers on the topics of Integrated Project Planning & Control; Project Categories and Life Cycles; Organizational Project Management Maturity; Strategic Enterprise Development with

PM; The State of the Art of PM; Leading and Managing Innovation; Cognitive Readiness in Project Management; and other topics.

And that's not all. After Russ and Marion moved to San Miguel de Allende in 1994, a world heritage site at 6,400 feet in the State of Guanajuato in the central mountains of Mexico, he became active in supporting local arts, cultural and social programs and organizations, including the following:

- Advisor in project management to several not-for-profit community organizations that benefit the people of San Miguel de Allende.
- Co-founder in 1990 of the [San Miguel el Grande Pro Musica Association](#), that presents world-class chamber music concerts during 10 months of the year in intimate settings in San Miguel with professional musicians from Mexico, North and South America, and Europe.
- Past President (2005) of the [Festival de Música de Cámara de San Miguel de Allende](#), a two week summer festival and music school featuring world-renowned string quartets, trios, and soloists; this festival attracts students and young professionals from all over Mexico, other Latin countries, and the U.S., and celebrated its 32nd year in 2010.
- Past Senior Warden and committee member of [St. Paul's Anglican Church of San Miguel](#), an active community center that is a member of the Iglésia Anglicana de México, an independent Province of the worldwide Anglican Communion.
- Past President of the International Lions Club of San Miguel de Allende.
- Past Board member of the [Feed the Hungry Program](#), which now feeds over 4,000 needy school children each school day in kitchens attached to 35 schools in and around San Miguel.
- Past President of the San Miguel Suzuki String Program for Children, providing musical education on violin and cello for children from ages 4 to 16 using the world-famous Suzuki method, including a number of children in three orphanages in San Miguel.



An accomplished amateur musician himself, Russ became even more famous in San Miguel when he donated his 300 year old violin to the San Miguel el Grande Pro Musica Association for use by a young musician named Turkkán Macías (pictured with Russ' old violin), who went on to study at the Manhattan Conservatory of Music in New York.

Russ Archibald held Bachelor of Science (University of Missouri 1948) and Master of Science (University of Texas, Austin 1956) degrees in mechanical engineering, and was awarded an Honorary PhD in Strategy, Programme and Project Management by the *Ecole Supérieure de Commerce de Lille, France* in 2005.

**Russ' Obituary** was posted online by the San Miguel el Grande Pro Musica Association at <http://www.promusicasma.org/obituary>

**Requiescat in Pace: Russell Dean Archibald** – Eulogy and photos. St. Paul's Anglican Church, San Miguel de Allende, Mexico - <https://stpaulsma.com/blog/requiescat-in-pace-russell-dean-archibald/#page-content>

**Ciao, Russ! You will remain forever in our hearts** - Tribute by leaders of IPMA, May 6, 2020 - <https://www.ipma.world/ciao-russ-you-will-remain-forever-in-our-hearts/>

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### **Tributes, Memories and Condolences from Friends and Colleagues around the World**

Russ was a partner and a great friend of mine. My wife used to say that we were like brothers. He stayed at my house in 2010, together with his grandson Shane. I stayed at his home in 2010 in San Miguel and I was treated as a relative by Marion. At San Miguel I got to know the magnificent work he was doing in this town, mainly in arts.

I met him through his book "Managing High Technology Programs and Projects" around 1978 when I was working at IBM. The book became my main reference in PM. In 2004 I met him personally in Brasilia. As a fan, I asked for an autograph on the book I bought in 1978. Since then, we started our partnership. We wrote a book and a few dozen articles together. He was the one who suggested creating a maturity research on the internet, which we have been doing as partners since 2005 on the website [www.maturityresearch.com](http://www.maturityresearch.com).

Russ has always had strong international acceptance, as a true icon of management. It was thanks to the partnership with Russ that many doors opened for me and we were together in many events, promoting the Maturity Research or talking about different aspects of PM. I have been in the following countries with him or alone: Portugal (2006), France (five times, from 2007), Mexico (2008), Italy (2010), USA (6 times, from 2011).

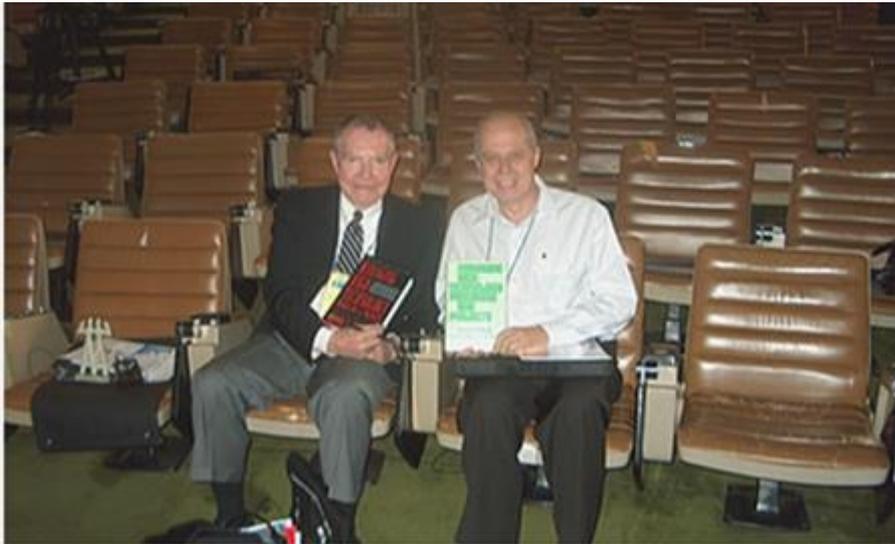
I was always very impressed with the respect and affection with which Russ was received. Russ is the type of person that anyone would like to have a conversation with. He was never the owner of the truth and had the humility to share knowledge with anyone. He also had a pleasant, fine, subtle and very intelligent sense of humor. I remember many situations, but I will stick to two.

I remember an event in a restaurant in Belgium, which we went to after the PM workshop held at the University of Lille (France). Present people from many countries, some 50 people. A musical contest was created, where groups would represent their countries. Russ was part of the jury. The idea was to give a score from 0 to 5 for each presentation. My group would sing *Girl from Ipanema*, but nobody had singing skills. There was some stress in the air. After the performance of the first group the note came out: 5 + half star. No one understood the note, but the group thought they had performed very well. The score for the second group was 5 +  $\frac{3}{4}$  trophy. Again, nobody understood the note, but the group also left satisfied. And so the groups continued to perform and the strange grades were being given and the spirit of competition gave way to an atmosphere of enormous confraternization. Guess whose idea it was? Himself: Russ.

When we went to Italy in 2010, my wife was with us. Russ went up the steps of Plaza of Spain like a boy. He crossed a wide avenue of Rome at a fast pace to escape the buses that came from the other side. Then, at dinner, my wife asked Russ what the source of so much energy was. Was it San Miguel water? No, replied Russ, the tequila! A joke, of course, because Russ barely drank.

I could count more than a dozen situations in which Russ had a tirade that left everyone breathless. The atmosphere was always cheerful, intelligent and of a high standard.

This is Russ who will stay in my memory forever. A great friend, a true brother.



**Darci Prado, PhD**

Author, educator, researcher  
Co-Author of books and papers with Russ,  
Minas Gerais, Brazil

I have many smiles catalogued from my interactions with Russ. He was so modest about his contributions whether to your journal or to individuals, including me. Even during his last couple years, he was encouraging a group of us in writing and publishing a book. He was forever telling individuals that they knew more than they were crediting themselves, yet I believe in his modesty he did not credit himself in the way he changed the landscape of project management and the individuals that practice it.

I also shared giggles behind the stage before marching out with the Fellows during my early years as a Fellow with PMI. The giggles were prominent during rehearsals when we were all testy having to practice marching out and lining up. He would ask me quietly if they were doing the rehearsal for my benefit and if my memory had faded as to how to do this task. I assured him that indeed it was my fault because he kept cramming my small brain with information.

To demonstrate his humor even near the end, he sent a note to a few of us on 12 March 2020:

BECKY, MANUELA, DANIELLE, AND IVANO, (I blocked the other names)

YOU ARE ALL VERY KIND, AND THANK YOU VERY MUCH. I HAVE DEFINITELY  
CROSSED A MAJOR AGING POINT IN THE LAST YEAR OR SO. FOR EXAMPLE MY  
KEYBoArd just started giving me all CAPS and then went back to the normal manner without  
my control. Guess I have a few more months to go!

Russ

I believe Russ would be embarrassed a bit by the outpouring of emotion at his passing, but he  
would also have a slight smile showing on his face.

I celebrate a life well lived!

**Rebecca A. Winston (Becky), JD**

Fellow, Former Chair, PMI

Idaho, USA

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Russ has been, still is, and will always be, a primary reference for all our project management  
community. I am honored because on several occasions he was so kind to support, in both public  
and private, my researches on stakeholder-related issues, which he defined as “excellent”.  
Despite his age, he always has been one of the most modern focal points for innovation in project  
management, and I can proudly witness how much he appreciated all innovative issues he came  
to know. I would like to share just a couple of statements he exchanged privately with me, which  
show his greatness as a Master and as a Man too: “I am happy to be in direct contact with you”  
(in his first communication), and “It is a pleasure to exchange ideas with you” (in his last).

Thank you so much, Russ, for your encouragements, and for having been a great example.

**Massimo Pirozzi**

Author, ISIPM Leader, PMWJ Correspondent

Rome, Italy

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Russell Archibald honored us with his friendship, gave us the gift of valuable advices, encouraged  
us in our path of dissemination of project management culture in Italy, and we will always be  
proud of his Honorary Membership in ISIPM (Italian Institute of Project Management). Many of  
us do perfectly remember his participations in the ISIPM Events “Project Management e Pubblica  
Amministrazione (Project Management and Public Administrations)”, in 2008, and “Quanto siamo  
maturi nel project management (How mature we are in project management)”, in 2009, and his  
interventions by remote in 2012 and in 2017 PMexpos (he told me regretfully that he could  
participate only by remote, because, unfortunately, long air travels were no more recommended  
for him).

He made us know Prado Maturity Model, which ISIPM decided to promote in Italy, and he  
suggested to us to participate in the International Research on the application of the same Model,

in order to establish a benchmark; moreover, with the Foreword he wrote for our Book “Guida ai temi ed ai processi di project management (Guide to project management themes and processes)”, he encouraged us to proceed in the path of qualification of project managers competences. In addition, he was an Author of the Magazine “Il Project Manager” – which is supported and promoted by ISIPM – starting from its first issue. We will always remember him as an expert so influential but, at the same time, so gentle, always available to give advices and suggestions arising from his wide knowledge and experience on different project contexts”.

Best Regards

**Enrico Mastrofini**

Project Manager, Presidente

Istituto Italiano di Project Management

Roma, Italy

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Very sad news! Russ Archibald was an icon of the project management world indeed. He was also instrumental in founding the PMI Mexico Chapter many years ago and remained an active supporter of all PMI communities in Mexico. I had the privilege of knowing him. Last time I saw him was about 4 years ago at a PMI Bajio meeting in the city of Queretaro. He was around 92 at the time and I clearly remember his strength and clearness of mind. He gave a short speech about the importance of volunteerism within PMI.

Also, some 3 years ago, I heard about him donating his Project Management library to a local university in the city of Queretaro.

**Roberto Toledo**, MBA, CDir, PMP

PMI Board Director (2017-2019)

Mexico

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I am lucky to have not only known but collaborated with Russ. I first met Russ at the PMI Conference in Boston in 1996 where I also met David (Pells) at a time when the PMI and IPMA were aiming to collaborate through the World Forum. I then collaborated with him at ESC Lille, that had initiated the first Masters’ and PhD program in Project Management in the early 2000’s. He was instrumental to the annual workshops that took place in Lille where several world-renowned project management gurus presented each year on the state of the profession and research they had been involved in. ESC Lille awarded him an Honorary PhD.

Russ had always been inclusive and promoted project management as a global profession, regardless of any professional association. He never stopped learning and sharing to the end. Russ crossed not only geographical and professional boundaries, but also generational boundaries; the last time I met him in person was in Orlando in 2009, at the time he was co-authoring a book with his grandson. Since then we have often communicated by e-mail and he stayed sharp and challenging to the end.

He will be sorely missed by everyone who ever came in contact with him.

**Michel Thiry, PhD, FAPM, SA, PMI Fellow**

Managing Partner, Valense Ltd., UK

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Russ was very calm, humble and an extremely intelligent person. I was very impressed with his practical and common-sense approach to project management. He had an art of explaining complex concepts in a very easy language. His contributions to project management literature will be greatly missed.

Russ has been a great mentor to me. I first met Russ in Rotterdam 35 years ago in 1985 at the 8th World Congress on Project Management where I presented a paper about TRIUMF, a particle accelerator laboratory in Canada. Since then we have stayed as friends and I discussed with him ideas about the challenges of managing R&D projects. He told me about his book on "Managing High Technology Programs and Projects". This is an excellent book full of great ideas on every page.

He inspired me write a book for PMI. I strongly feel that it is due to his inspiration, I was able to write three books on the human aspects of project management which were published by PMI in 1995, 1996, 1997. I have referred to his publications many times.

Please convey our heartfelt condolences to Marion and all family members. Our thoughts and prayers are with the family.

Regards,

**Vijay Verma**

PMI Fellow, PMP, MBA, P. Eng.

Researcher Emeritus

TRIUMF, University of British Columbia

Vancouver, BC, Canada

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Russ Archibald was, and continued to be, an icon when I first joined PMI in 1988. A fountain of wisdom and experiences - - most importantly, he was always very encouraging to our (once) much younger crowd who were leading PMI in the 90s. Our condolences to Marion and his family. We will miss him.

**J. Kent Crawford, PMP**

PMI Fellow, Fellow PMA (India)

CEO, PM Solutions

Pennsylvania, USA

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Very, very sad! He was very helpful to me. I am very sad. I met Him in person once. He had a very positive attitude towards my works. I may say that he promoted them strongly. He was very kind to facilitate my contacts with very important people in the USA and all over the world. For instance, he introduced me to David Pells and contact was a result of my paper in PM World

Journal. I would not be professionally where currently I am without His very friendly support. I am proud that I could include myself to the group of his friends (if it is not overestimation of my relations with Him). I may say that my relation with Him was in another direction: first I met Him and only after that I learnt what a great person I could talk to (please have in mind that I turned to professional project management in my late professional years).

What more to say? I hope He is happy where He currently is...

Btw. I prepare extensive material on public projects, probably a book. Just when your message reached me, I was reading (and preparing notes) on Russ' paper on public projects from Rome 2008 conference... His output – both publications and projects – was so great, so significant for the entire project management society in the world. And I very much appreciate His life off projects: he told me about his pilot experience during WW II and after that...

**Stanislaw Gasik, PhD, PMP**

Project management author, researcher  
Warsaw, Poland

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There are people who knew Russ much longer than I did and also spent much more time with him. Nevertheless, it is important to me to reflect on my memories of a man who literally impressed me. It was many years ago at an IPMA World Congress where I met Russ for the first time. His alert eyes looked up at me, scanned me with interest and a dialogue began that I found incredibly impressive. You have to imagine what the man experienced in his 96 years of life and what he could tell again and again in all details. He was a legend when it comes to project management and generously shared his experiences with others. It is important to deal with the contemporary witnesses of the early years of IPMA and PMI, because in the early days this was a sworn community united by the common interest in advancing project management. We should all take a model from Russ and shape project management TOGETHER. That was always his mission, until the very end, when he was working on pioneering concepts in the book project "Cognitive Readiness for Project Teams". We will miss you Russ. But I am sure that your legacy will shape our discipline for a long time to come. Rest in peace now.

**Reinhard Wagner**

Past President, Current Chair, IPMA  
Munich, Germany

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".... I see a young lady waving to me from the back of the room. So I guess it's time to get started," With these words Dr. Russell Archibald opened the first meeting, in Atlanta, GA in 1969, of a group that would become PMI. He was there at the beginning and continued to contribute to the organization until today. We will all miss him and his many contributions.

**James R Snyder**

Founder, Fellow, Project Management Institute  
Philadelphia, PA, USA

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It has been a great pleasure of working with Russ. As late as last autumn, he joined one of my webinars on the essence of the book “Proactive Project Management” and contributed fruitfully to the discussions – with his characteristic voice.

All the best

**Morten Fangel**

Founder, Danish Project Management Association

Past President & Chair, IPMA

Copenhagen, Denmark

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David, thank you for notifying me. I knew Russ in México. He was such a nice guy, always positive, always active and involved with the local chapter. I had the fortune to have him in my congress when I was the president of the chapter and we celebrated XV years. I have already shared the sad news with the PMI Mexico Chapter. On my name I am very thankful to have known such a great human being; you can share my feelings.

It is a true loss for PMI. Really sad!

**Angelica Larios**

Author, Past President

PMI Mexico Chapter

Mexico City, Mexico

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Like everyone else, I was deeply saddened by the news brought to us by David Pells that Russ had passed on. I have known of Russ for probably 30 years but only got to know him when we first met in Washington DC back in the early part of this century. David Pells had pulled together a team of experts to work on a programme with the National Nuclear Security Administration. We had many happy years working in a close-knit team along with David, Wayne Abba and Marc Zocher, to help improve project management in an area that we all felt could benefit from specialist knowledge. Although we all contributed, it was Russ who had the greatest impact. His depth of knowledge gained through decades of professional practice across continents and industry sectors was profound. But what really set Russ apart was his humility, his ability to make people feel comfortable in their own knowledge yet eager to learn from him. Russ was a perceptive colleague with the ability to transfer knowledge in an unassuming but highly effective manner.

Russ was not physically large but had a charisma and personality that belied his size and age. He was at the forefront of project Management development from his days as an early adopter of PERT, working at Hughes Aircraft, through to his work with the US Department of energy's NNSA. He used his experiences to write leading edge books such as Managing High Technology Projects which has run to 3 editions and been translated into numerous languages. A man of

boundless energy and enthusiasm, Russ was what my American friends would call “spry”, active in a way that defied age and always with a twinkle in his eye. He used to say that he never passed the retirement course, but I think he never took it.

Russ contributed to our profession in so many ways, he freely made his knowledge available, he conducted research and encouraged others to do the same, and supported project management associations in many countries as they established themselves as professional bodies. Above all else Russ was someone you could count on for support or a kindly word. His organizational contribution was incredibly broad: he was a founder member of PMI, was a very early member of APM and was involved in IPMA from the very beginning. One of his great strengths was to bring IPMA and PMI closer together during his time as a Board member of IPMA from 1979 till 1990.

We will all miss Russ in our own ways, as a mentor, expert, professional, musician, scholar or practitioner, but above all else, as a friend. He had a fund of stories, sayings and I well recollect the conversations we had as we toiled up the very steep hill from our convent accommodation to the Conference Centre in Rome (2008) for the World Congress, a hill that he said got steeper as the congress wore on!

These contributions were made over a long lifetime – as we say in UK, long innings played well. Russ was a consummate professional in the very best sense of the word, and much loved by friends around the world. I am proud that I could call him friend.

**Miles Shepherd**

GTRI Teammate, PMWJ Correspondent  
Past President, Chair, Hon Fellow, IPMA  
Past Chair, Fellow APM  
Salisbury, England, UK

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This is truly sad news! Russ was such a kind and giving person. We are honored to have known him. He contributed so much to shaping what we did in GTRI and are doing here in infrastructure. His contributions will endure.

Our hearts go out to Marion and his family in this difficult time.

**Kenneth B. Sheely**

Deputy Associate Administrator for Infrastructure, NA-52  
Office of Safety, Infrastructure & Operations, NA-50  
National Nuclear Security Administration | NNSA  
Washington, DC, USA

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This is very sad news indeed. You captured precisely what all of us must be thinking – Russ was a true inspiration who will be very sorely missed. How lucky we all are to have had the opportunity to learn from him.

I'm at a loss for more words right now. But I did a little digging to see if I could find a photo of Russ from our GTRI PMIT days and was able to find one, which I've attached for everyone. (see photo on page 5).

**Jessica Kunkle**

Director, Program Management Office  
Office of Safety, Infrastructure & Operations, NA-50  
National Nuclear Security Administration | DOE  
Washington, DC, USA

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Hi David,

Thank you for letting me know about Russ's passing. Russ was one amazing man. I feel so fortunate to have met him. He was a dynamo when I met him in his late 80's. He definitely lived a good life and was not only incredibly talented and smart, he cared about people. I consider it a blessing to have had the chance to work with Russ in the PMIT. His amazing work and compassionate heart will be his legacy.

Please share my sincere sympathies with his family.

God Bless,

**Cathy Williams**

National Nuclear Security Administration  
Washington, DC, USA

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With Russ, one of the founders of project management has died. It was of course inevitable, but the news still brings you up short.

Russ was one of the pioneers of the discipline. In at the beginning with ITT in California where he wrote, jointly with Richard Villoria, 'Network-Based Management Systems' in 1967 (Wiley) and later with Booz Allen & Hamilton in Brazil where I got to know him as he was writing his classic 'Managing High-Technology Programs and Projects' (Wiley, 1976). Russ, in this second book, gave what to me is the best, absolute to-the-point definition of what project and program management is all about... namely, providing the single point of integrative responsibility'. (Although I think I would these days substitute 'accountability' for 'responsibility'.)

Russ had the knack of making the most complex of projects and programs look clear. He was a wise grandfather before his time. A gentleman never too busy to find time to talk, particularly to the young, to whom he was one of them. We shall miss him. Still, our loss is Heaven's gain. I imagine he is sitting with St. Peter now explaining to him right now how management at the pearly gates could be improved.

God Bless you Russ!

Affectionately,

**Dr. Peter Morris**

Past President, Chair, APM

Author, Professor Emeritus

UC London, UK

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Dear all,

In these sad days, let me share with you a couple of my cherished memories, among the many ones, I was lucky to have with Russ, during the friendly and wise support he gave me along my whole professional life.

1. In 2008 Russ came to Rome, invited by my colleagues of ISIPM (Italian Institute for Project Management) for an event at LUISS Rome University, where he was the keynote speaker. I was for more than 30 years inspired by Russ' books and papers, therefore I heartily asked to be his "steward" along these days, considering it an outstanding opportunity (at least for me). As soon as I met Russ at his Rome hotel, after usual introductions, I asked him how he planned and was implementing a smooth phasing-out from so many professional commitments he used to handle for so a long time: just because I was coming into this life-moment, being overwhelmed by too many tasks (consulting, academic, etc.). He did not seem to be very surprised by a so strange question and he gave me, with the kindness and openness which always distinguished him, a very simple answer: "Consider your stakes as the leaves on a big tree, then let progressively drop the less important ones (at least for you), still nurturing what you like most". I start adopting this approach and, in the meantime, project management discipline remains a big branch of my life, thanks to Russ!
2. In 2013, during Italian translation (done by M. Sampietro) of Russ' book about Innovation, co-authored with Shane, he kindly asked me to add, among the others, an Italian Government case history. Of course, I proudly did it, thanks to Russ again. This was an additional example of his professional style: to always have an actual proof, in the specific context, of the high-level vision he had about our project management discipline.

To conclude my tribute, I would reword a ritual invocation in moments of mourning: "let project managers from all over the world have you in glory!". Now and always, Amen.

**Federico Minelle**

Scientific Director of "il Project Manager"

Rome, Italy

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Russ was an amazing mentor to me and others at PMI. He always motivated me to keep writing and publishing, and often opened doors in his consulting contracts, notably in Italy where we joined forces annually for extended seminars. We also connected in Brazil when his work came this way! Low profile, laid back, competent author and professional, easy going and a great friend; these are my memories of Russ Archibald, a legend and pioneer who leaves a legacy for PMI and the project management profession at large. A giant in his profession, and a model of humility and support as a colleague and a friend.

His legacy will surely live on!

**Paul Dinsmore**

Author, PMI Fellow

Rio de Janeiro, Brazil

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I first met Russ at the meeting in Atlanta years ago (late 1960s) where we first set up the Project Management Institute. I was president of Planalog at that time and Russ became a mentor to me. His original book "Network based Management Systems (PERT/CPM) Wiley 1967 was perfect for me selling a CPM tool. It was my original education in Project Management.

Over the years we had a chance to meet at the PMI® and IPMA® conferences around the World. Several times we organized discussion groups on new topics such as what are the key differences between different types of projects. Russ credited me with valuable contributions in each of the three editions of his second book, "Managing High Technology Programs and Projects.

When I worked at the World Bank and he was setting up as an independent consultant, I was able to assist him in obtaining a contract for training in Pakistan with the Water and Power Authority at their training center at Tabela Dam on the Indus River. This enabled him to take a wonderful trip up into the Himalayan mountains in the valley of SWAT. **Russ was a super star!**

**Bob Youker**

IPMA-USA Co-Founder

IPMA Honorary Fellow

World Bank, Retired

Maryland, USA

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Daniele and I knew the sad news, David, and as you know for both of us Russ has been, and still he is, a very good friend. All the three together, have taken forward his project on cognitive readiness and the extended project life cycle for 9 years, and until a short time ago we have been in contact every day in order to put forward the ideas in which Russ deeply believed. I'm feeling in my soul so sad that I can't to you describe and Daniele whom I can't speak with, I'm sure, is most sad as well. Today I'm going to inform all my LinkedIn contacts about him, leaving a few words in order to have him remembered.

**Daniele and Ivano di Filippo**

Co-Authors, Cognitive Readiness in Project Teams (Routledge, 2019)

Co-Authors with Russ of papers on cognitive readiness and the six-phase comprehensive project life cycle model

Rome, Italy

[A last email to a great dear friend: Russell Archibald – posted on LinkedIn on 4 May 2020 by Ivano di Filippo](#)

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I did not have the good fortune to directly meet Russ but did so indirectly through our PMWJ connections. I have heard from many sources the great contributions he has made to our profession of Project Management, and I must be thankful for such a life of contribution.

Please pass on from Australia, and the Asia Pacific Federation of Project Management, our deepest condolences to his family.

I pray that he is now in God's good hands and loving care. And blessings upon all his family who will no doubt deeply miss him.

They have our prayers and best wishes.

**Bill Young, PhD**

Past President, Chair, AIPM

Founder, Chair, Asia Pacific Federation of Project Management

Australia

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My prayers are with him today. It is a big loss as a great professional and wonderful person, always ready to help and collaborate.

A big hug for all his relatives.

God bless him!

**Alfonso Bucero, PMP**

PMI Fellow

PMWJ Correspondent and Global Advisor

Madrid, Spain

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Russ will be missed! First, my heart goes out to Marion and the extended family. Russ lived a good long life but we all hoped he would hit his "100-year" goal and he almost did. As others have noted, Russ was a true professional and contributed to so many causes. His influence on the world Project Management stage was second to none.

Personally, I will miss Russ for his love of his wife, his life, and his heart. He was humble and expressed his feelings about people and places with a smile and wit. I had the chance to visit with Russ and Marion in San Miguel de Allende and so enjoyed seeing Russ "in his habitat" in Mexico. It was clear that he developed great friendships in Mexico as everyone we would see knew Russ and had nothing but smiles and grace for him. In short, Russ was a lovely man.

He will be missed.

Kind regards and blessings,

**Marc Zoicher, PMP**

GTRI Teammate (2007-2014)

Bainbridge Island, Washington, USA

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## **A Tribute to Russ**

More than 20 years ago David Pells asked me to show Moscow to his friend and one of PMI's founders who was visiting Russia with his wife. This is how I met Russ and Marion for the first time. We spent some time together and became friends. I was very impressed by his profound knowledge, quick responses to new ideas and a very fine sense of humor. Since then we have been meeting at PMI conferences and during his visits to Russia and Ukraine where he delivered project management courses to many Russian and Ukrainian students. He was a bright teacher who made a difference. Russ left a profound impression and inspired admiration in many people who attended his classes and now manage large projects in these countries.

I am proud that I was his co-author and participated in the preparation of the Appendix to the latest edition of his bestselling book **Managing High-Technology Programs and Projects** that has been translated into Russian and became a handbook for many project managers in Russia and Ukraine.

Russ was a remarkable person, a good friend and a brilliant specialist who did a lot for his family, his friends and his profession. We will remember and miss him.

### **Vladimir Liberzon**

Founder, President, Spider Project Management  
Founding Member, Russian Project Management Association  
Founding Member, PMI Moscow Chapter  
Moscow, Russia

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## **RUSSELL D. ARCHIBALD REMEMBERED**

A founding member of our institute, author, teacher, expert with a vision, PMI Member # 6, was the source of inspiration for many project management professionals. Having known him for almost 40 years has been one of the best things that have happened to me in my project management career. At PMI seminars / symposia, at chapter meetings, collaborating on volunteer teams, I always learned something new from Russ that would help me in my project management career.

Our friendship started in early 1980's and continued to our day, with frequent contact in California and in Mexico. Advancing age slowed us both down, but I managed a visit in 2008 to San Miguel de Allende and he returned my visit with a keynote address at the annual congress of the Istanbul Project Management Association in 2010. On many occasions he displayed his dedication to spreading the gospel of good project management by sharing his vast knowledge and experience with his audience.

Russ was a truly dedicated colleague, generous and kind, compassionate and wise, applying himself with energy and dedication to pushing the boundaries of project management. I will miss his warm smile, and positive sense of humor.

### **Ahmet N. Taspinar, PMP**

Istanbul, Turkey / Oakland, CA, USA

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Russ Archibald is the kind of person that when we have the opportunity of working together, we already think we have accomplished something in life! It was a great pleasure to co-author with him a couple of papers and also helping him develop some of his researches regarding project management. Russ was a friend, a mentor, and also the first advisor to my startup (Dyress Corp). Even after retiring, he could not keep his hands out of working, researching, or writing, so we took advantage of his vast knowledge, and we used that in favor of developing our concept of Dynamic Resource Scheduling.

This great consultant and facilitator is also who put me in touch with the two other most influential people in developing my career as a project manager: Edward Fern and Vladimir Liberzon. In different moments of my travels to some significant events of Project Management, I had the opportunity of being "the young one" in a table in which I would drink from Mr. Archibald's intelligence, having either Edward or Vladimir with us (it is pity that I never managed to have all three at the same time, at the same table, but somehow that was always an extra topic for our conversations!).

Russ will be missed and always remembered. I am sure he has planted trees at his home, but for sure, he wrote books and had children! It was a great pleasure to have managed to get his last book published in Portuguese (an endeavor that also included Marcus Possi in Brazil). I will proudly keep his name (in memory) listed at my startup's advisor board, keeping his bright star shining to anyone that wants to learn anything about project management one day!"

**Peter Mello**

CEO, Dyress Corp.

Co-author of papers on integrated project control with Russ

Rio de Janeiro, Brazil

[PMI 50 Years - A thank you note to Mr. Russell Archibald \(2019\)](#) – a dedication and timeline of Russ' life by Peter Mello, Dyress Corporation, Brazil

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Russell D. Archibald, Fellow PMI and APM/IPMA, MSc, PMP, was a long-standing member of the Project Management Institute and one of its original founders. During his career, he had many years of management experience in engineering and operations with a variety of major US corporations, practicing in Europe, South America as well as the US. He made major contributions to the understanding of project management and is author of the best-selling book "Managing High-Technology Programs and Projects ". He managed to achieve all his aims by being very well organized personally and in spite of battling cancer. As to retirement in his later years, I think he simply did not understand the word. His on-going contributions will be sorely missed by all of his cohort.

**R. Max Wideman**

Fellow, past President & Chair, PMI

Ontario, Canada

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I met Russ along with Miles Shepherd, David Pells and Marc Zoher when Marc brought us together as an independent review team at the National Nuclear Security Administration. Until then I knew Russ only by reputation. But it turned out we had much in common. Russ was a pioneer in the integrated program management disciplines that evolved to the Air Force Cost Planning and Control Specification, then to the Department of Defense Cost/Schedule Control Systems Criteria, and now to Earned Value Management Systems. The basic principles he helped found remain relevant today, more than a half century later.

Our respective careers spanned decades in the defense/aerospace environment, both on the government and industry sides. His wisdom and counsel continued throughout our association. His contributions live on not only through the books and papers he produced so prodigiously but also through the many people he mentored.

Russ became a good friend as well as professional colleague and kept in touch after making the decision to – at long last – stop “flunking retirement.” He delighted in hearing the latest family news. He brightened and enriched all our lives and will be missed.

**Wayne Abba**

GTRI Teammate

Past President, College of Performance Management

Skaneateles, Michigan USA

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## **Stories & Personal Tribute to Russ Archibald**

By David Pells

### **First Contact**

By the time I first entered the project management field in 1976, Russ was already well established as an authority on the topic. The first edition of his acclaimed book, *Managing High Technology Programs and Projects*, was also published in 1976. I was learning about integrated project cost and schedule control and critical path scheduling during those years, so I was studying CPM, earned value management (EVM – better known as cost/schedule control systems criteria or C/SCSC) and Program Evaluation and Review Technique (PERT). It did not take long for me to discover Russ' first major book, *Network-Based Management Systems (PERT/CPM)*, co-authored with Richard Villoria and published in 1967.

Ten years later, I had migrated to project management and was leading a PMI chapter startup in Eastern Idaho. I was studying everything I could find related to PM. Articles, papers, books and book chapters by Russ Archibald seemed to be everywhere. He was a good and prolific writer. Between 1963 and 1987, he authored ten major journal articles, six book chapters and two entire books about either PERT/CPM or Project Management. During that same period, he presented papers and spoke at four PMI conferences and six INTERNET/IPMA world congresses. He made the first presentation, and authored the first paper, for the first PMI event in Atlanta in 1969. All this while working full time. I discovered many of his writings; I knew who he was.

My first personal contact with Russ occurred in 1990. I was working in Texas on the Superconducting Super Collider (SSC) project, a massive \$10 billion megaproject to build the world's largest proton collider and particle physics laboratory, and also newly installed as president of the Dallas/Ft Worth PMI Chapter. Russ was living in Los Angeles and was getting involved with the PMI chapter there, which I think is how he found my contact information. He was also working on the second edition of *Managing High Technology Programs and Projects* (Wiley, 1992). He contacted me to ask if I could provide a couple of examples of SSC project diagrams and figures, which I readily did. (One actually remains on page 311 in the 3<sup>rd</sup> edition, Wiley 2003, a great diagram developed by the late Bob Aprile).

In June of 1990, I finally met him at the INTERNET'90 World Congress on Project Management in Vienna where we both presented papers. His paper was titled "Overcoming Cultural Barriers to Effective Management by Projects"; it was way beyond what I knew anything about at the time. We met again at the PMI'91 Annual Seminars/Symposium in Dallas and the INTERNET-92 World Congress on PM in Florence, Italy. But we were only acquaintances and professional colleagues in those year, not yet close. He was a respected founding member of PMI, PMI Fellow and already a true expert on the topic. Next to him, I was still a beginner.

### **Growing friendship and support**

I don't actually remember when my closer relationship with Russ began. It may have been when I served as president of the PMI Dallas chapter during 1990-1992 during attendance at "council of chapter presidents" meetings during that time (when he was a PMI chapter president in L.A.). It may have been during my stint on the PMI Board of Directors during 1995-1997, as I grew more familiar with his background, reputation and writings.

It may have also been through mutual friends such as David Curling, Paul Dinsmore, Eric Jenett or Max Wideman. It may have been through Dan Ono or Ahmet Taspinar, California-based colleagues who worked with Russ in the 1990s. I was also traveling a lot in Europe and Russia, where Russ was also active and well-known. In 1999, Russ contacted me for a possible introduction to PM leaders in Russia as he and Marion were planning a river cruise between St. Petersburg and Moscow. I arranged for him to meet Vladimir Liberzon and Vladimir Voropajev, both of whom he became close friends with and co-authored papers with over the next few years.

In 2006, when I assumed control of PMForum.org and PM World Today, I invited Russ to become a global advisor. He provided strong support for the next five years and we became closer; he provided articles and papers for publication. That support continued with the PM World Journal after 2012. We published more of his work, some of which I consider significant additions to the global PM body of knowledge. His support was one of the reasons this journal has been successful, for which I will be forever grateful.

### **GTRI – Protecting the World Together**

In 2007, I was invited to propose a team of international project management experts to meet with the manager of a major national security program in Washington, DC. Along with Wayne Abba and Miles Shepherd, I invited Russ to join us. In May 2007, we met in Washington, DC with Mr. Ken Sheely, associate director and operational manager of the Global Threat Reduction Initiative (GTRI), a major nuclear nonproliferation program aimed at reducing the threat of at-risk nuclear and radiological materials around the world from falling into the wrong hands, to reduce the risks of a “dirty bomb” being used against the United States. As we were to learn, it was a high priority program within the US National Nuclear Security Administration (NNSA) related to the America’s national security.

In addition to Mr. Sheely, also attending that meeting were Marc Zocher, an experienced project manager that I had known for nearly 20 years and who was responsible for convincing Mr. Sheely to take the meeting, Michael Haase of Mele Associates, and representatives from Argonne National Lab, Oak Ridge National Lab and the Pacific Northwest National Lab.

During the meeting, we were introduced to GTRI activities, asked questions, raised some issues and made a few suggestions. Russ made a huge impression, with his long history and experience in project management, his reputation and position as founding member of both PMI in the USA and APM in the UK, and with his simple questions. At one point, he reached into his briefcase and withdrew a copy of his book, *Managing High Technology Programs and Projects*, which he then donated to the GTRI program. (He later provided a version of the book in Chinese, which really tickled everyone.) I think that sealed the deal. At 83, Russ also impressed everyone with his age, vigor and sharp mind. That meeting was supposed to be a one-off; Mr. Sheely and other participants were impressed enough though to invite us back again. The meetings were so successful, we went on to form an advisory team initially called the Technical Evaluation Team (TET), later changed by charter to Program Management Improvement Team (PMIT), and supported the GTRI program for the next six years.



*Miles Shepherd, David Pells, Russ Archibald, Wayne Abba  
Washington, DC, USA – 23 May 2007*

A little more about GTRI: Financed primarily by the NNSA within the U. S. Department of Energy (DOE), GTRI had a critical global mission to protect society from terrorist use of nuclear or radiological materials, from non-military sources, in an improvised nuclear device or bomb (IND) or radiological dispersal devices (RDD), commonly referred to as “dirty bombs.” GTRI included more than 1,000 projects in over 100 countries, and across all 50 states in the USA.

The GTRI included portfolios of programs and projects involving many countries and organizational entities, both public and private. GTRI achieved its mission of reducing and protecting vulnerable nuclear and radiological materials located at civilian sites worldwide via three initiatives (sub-programs) that provided a comprehensive approach to preventing terrorist access to nuclear and radiological materials. These three initiatives were:

- **Conversion** of research reactors and isotope production facilities from the use of highly enriched uranium (HEU) fuel that is relatively easy to use to low enriched uranium (LEU) fuel that is not usable for a nuclear bomb – these were very substantial projects often requiring the development of new fuels, conversions of nuclear reactors involving contracting and construction work, cross-border transport of nuclear and other materials, startup and support activities in various countries. From 2004-2012, GTRI converted or verified the shutdown of 85 HEU fueled research reactors; removed more than 3,500 kilograms of HEU and plutonium – enough for more than 135 nuclear bombs.
- **Removal** and disposal of excess nuclear and radiological materials – by the end of 2012, GTRI removed and securely stored more than 775 bombs’ worth of HEU and plutonium associated with the BN-350 reactor in Kazakhstan; removed HEU from Viet Nam, Chile (during an earthquake) and other countries; and recovered more than 31,000 disused radiological sources around the United States containing more than 1 million curies.

- **Protect** high priority nuclear and radiological materials from theft - over 1,500 radiological buildings around the world containing millions of curies – enough for thousands of dirty bombs.

Planned, budgeted and managed by the GTRI leadership team at NNSA headquarters, the sub-programs, projects and portfolios of projects were implemented by program and project teams at various National Laboratories and contractors around America. These teams worked with national, state and local governments, law enforcement, industrial organizations, universities and hospitals around the world to implement the projects.

A broad and mature perspective was needed to develop, implement, and continually improve the management processes used for planning, authorizing, funding, executing, monitoring, reporting, and controlling such global programs. We as outside experts were charged with bringing international standards and best practices to bear. Over the course of six plus years, we met with GTRI/NNSA leadership three or four times per year, many of which included representatives from participating national labs. Meetings during 2007-2010 were mostly in Washington, DC. Here's the team in the DOE/NNSA headquarters building.



*Miles Shepherd, Wayne Abba, Marc Zocher, Russ Archibald  
Lobby of Forrestal Building, Washington, DC – March 2010*

We also tried to find time to walk around a little after work or at lunchtime. Here are a few memorable moments from that period.



*Russ Archibald – Miles Shepherd and Russ  
Gardens at Smithsonian Museum, Washington, DC, 23 May 2007*



*Left: Pells, Archibald, Shepherd – Washington, DC – August 2009  
Right: Russ near the White House – Washington, DC – March 2010*

During 2011-2012, by which time we had been renamed the PMIT, we also held meetings at various sites, including Argonne National Lab near Chicago, Oak Ridge National Lab and Y-12 Nuclear Complex in Tennessee, Los Alamos National Lab and Sandia National Labs in New Mexico, Nevada National Nuclear Site, Pacific Northwest National Lab in Washington state and the Savannah River National Lab in South Carolina. The meetings included presentations by NNSA staff and briefings from the sites on how they planned and managed GTRI projects; we reviewed systems, documents and reports, asked questions, discussed issues and offered suggestions. Russ was often instrumental in raising important PM issues, especially related to strategic plans, stakeholders, executive sponsorship, communications and technologies.

Here are a couple of photos from those visits.



*David Pells, Russ Archibald, Miles Shepherd, Wayne Abba*  
*Argonne National Lab, Illinois – 2011*



*Marc Zocher, David Pells, Miles Shepherd, Wayne Abba, Russ Archibald*  
*Sandia National Labs, Albuquerque, NM – March 2012*

The PMIT meetings included many professionals and executives from around the national nuclear security complex. (I wish I could mention them all by name, but too many and not enough space here!) Those brilliant and dedicated leaders all had an impact on Russ just as he touched and inspired them.

GTRI was so successful and well-managed that the U. S. Congress increased the GTRI annual funding from \$97 million in FY2006 to \$466 million in FY2013. Our support ended in 2013 (when Russ was 89!) when NNSA was reorganized and Ken Sheely was promoted to a larger program. I've included this story because few know about it, including most friends and family members, and it was Russ' last consulting gig. It also brought him full circle to supporting America's national security as he had as a 20 year old pilot seventy years before. As we all did, Russ felt happy, humbled and honored to help.

To learn a little more about what we were up to, see a paper that we co-authored about the GTRI PMIT that was delivered at the 27<sup>th</sup> IPMA World Congress in Dubrovnik, Croatia in October 2013. [To read paper, click here.](#)

### **Russ' late Themes and Writings**

Over the last 20 years, when most others are retired, Russ tackled some of the most important issues in the project management field in articles and papers. The fact that one of the most experienced and knowledgeable people in the entire project management field would find these topics important enough to write about at the end of his career makes them worth considering.

- The Six-Phase Project Lifecycle – an important paper titled “The Six-Phase Comprehensive Project Life Cycle Model Including the Project Incubation/Feasibility Phase and the Post-Project Evaluation Phase”, co-authored with Ivano and Daniele Di Filippo in December 2012 (at age 88).
- Integrated Project Planning and Control – papers co-authored with Vladimir Liberzon (Russia) and Peter Mello (Brazil) from 2003 to 2008 (at age 84).
- Categorization of Projects – seven papers from 2003 – 2013 (at age 89), perhaps Russ' most important contribution was his comprehensive project categorization model.
- Project Management Maturity – research, articles, papers, a book and presentations co-authored with Darci Prado in Brazil, including a series of 11 articles and two papers for the PMWJ, the last ones in 2014 (at age 90). Russ was instrumental in introducing the Prado Maturity Model into Italy and elsewhere in Europe.
- Strategic Enterprise Development with Project Management – four papers and conference presentations during 2002-2010 (at age 86).
- Project Managers as Senior Executives – Research, paper and book co-authored with Prof Jean-Pierre Debourse, book published by PMI, paper presented in Mexico City in June 2011 (at age 87)
- Innovation and Project Management – three conference presentations and one paper between 2011 and 2015 (at age 91), and the book *Leading and Managing Innovation: What Every Executive Team Must Know about Project, Program and Portfolio Management*, co-authored with his grandson Shane Archibald.
- Cognitive Readiness in Project Management – two papers co-authored with Ivano and Daniele Di Filippo during 2013-2014 (at age 90), leading to a major book on this topic published in 2019.

Russ authored works on a few other topics during this period as well, including five papers and presentations on the State of the Art of Project Management and several on project life-cycles. The fact that it was Russ Archibald who wrote these papers means we should all read them. They are available online at <http://russarchibald.com/> or at <https://pmworldlibrary.net/authors/russell-d-archibald/>.

## **Russ at 94 – In Dallas for a heart valve replacement**

On 18 August 2018, I received the following email from Russ:

*David,*

*I might be spending some time in the Medical City Dallas area in the near future, so I thought I should bring you up to date about what might bring me up there -- not too far from your neighborhood.*

*I checked in with a new doctor here in San Miguel on August 1st who gave me an echocardiogram (my first for several years) and discovered that I need to replace my aorta heart valve. Usually that means open heart surgery, but that is not available for me at age 94. So they are recommending a new transcatheter aortic valve replacement (TAVR) procedure, similar to the "enter the groin" method of placing stents in one's arteries. A good friend here has recommended Dr. Bruce Bowers at the Valve Institute Dallas (see <https://medicalcityhospital.com/service/dallas-valve-institute>). We have been in contact with his office, have sent him my detailed info, and are waiting for his opinion about whether I am acceptable for this procedure. If so I will be spending a couple of weeks, probably, in the Medical City Dallas area, if I get the go-ahead for this procedure.*

*Our daughter Danielle Kennedy, who still lives in Taos, NM, will come down to be nearby while I am there, and stay at a nearby hotel or Air BNB apartment. Marion has decided that she will not try to join her because the stress of air travel today is a bit too much for her at 93. Danielle will be renting a car I'm sure. Since Dallas is such a big city we would greatly appreciate any advice you might have concerning where to find lodging for a couple of weeks for Danielle and me (when I am not in a hospital bed!) at a reasonable cost.*

*Warmest,  
Russ*

After a few email exchanges and waiting for confirmation from Russ on his travel plans, I received the following email from him on 12 September 2018:

*Dear David,*

*Danielle is coming in to DFW from Taos NM on Monday afternoon an hour or two before I arrive. A good friend of ours, Dan Matarazzo, who lives here, will be with me to look after me on the flight and the trip up there. My Docs tell me that flying in my condition is rather risky because my aorta valve is restricting the blood flow rather severely and I am very short of breath much of the time, especially when moving around a lot. Dan and I are planning to take a taxi to the Marriott.*

*I am inclined to accept your very kind offer to meet us at DFW, provided you have an SUV or sedan with plenty of luggage space, because in addition to the two of us I am bringing a light weight portable wheel chair, a portable oxygen tank with small wheels (about 2 feet tall), and we will each have a small suitcase and a carry-on. It would be very nice to be with you and enjoy the luxury of a private car and your TLC. If your car is suitable and you still want to meet us we will arrive DFW on American Eagle flight number 3517 at 5:05pm from Queretaro/QRO, Mexico.*

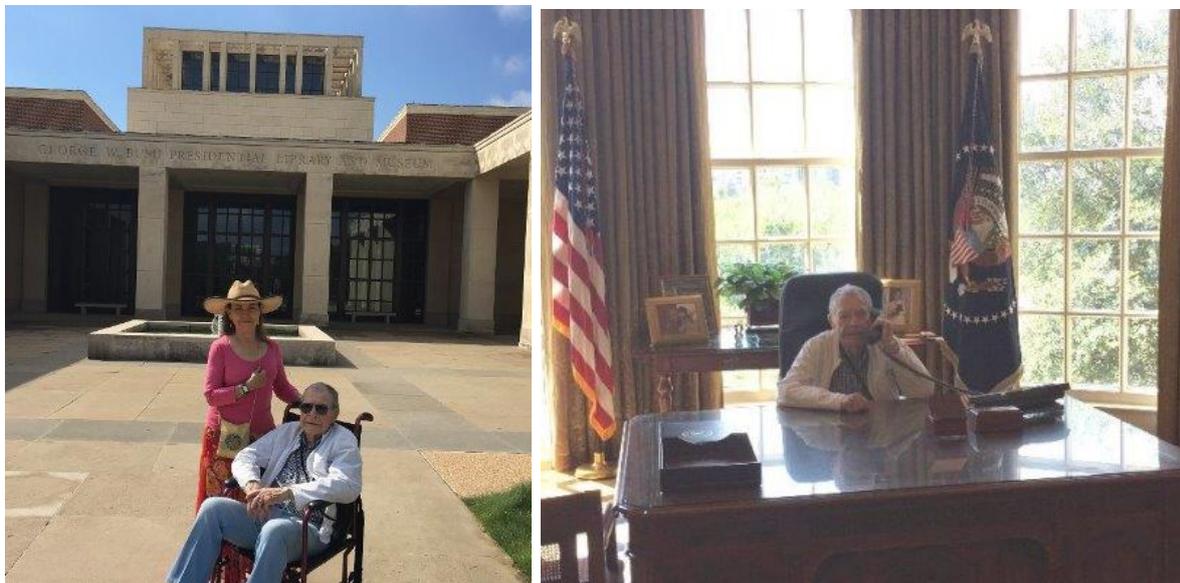
*Warmest,  
Russ*

Of course, I was more than happy to meet him on arrival in Dallas and delivered him and Dan Matarazzo to their hotel, where I also met Russ' daughter Danielle. Russ was not walking much, rather relying on a wheelchair. He had been unable to bring his oxygen tank on the flight from Mexico, so that also had to be taken into consideration. Russ and Danielle stayed for the

next three weeks in a hotel near Medical City Dallas where the Dallas Valve Institute was located. Russ attended various tests, pre-operation meetings with doctors and staff, and the heart valve replacement procedure. As he only had a few sessions during the first two weeks, he had quite a lot of spare time. I tried to visit him every day, taking advantage of the opportunity to spend more time with such a project management icon. Even though he was not too mobile, I suggested a couple of short tours if he was up to it. Of course, Russ said “yes!”



Russ Archibald with two B-25 fighters like he flew in the 1950s  
Cavanaugh Flight Museum, Addison, TX, USA  
24 September 2018



Left: Russ & Danielle; Right: Russ at the Resolute Desk in the Oval Office  
George W. Bush Presidential Library & Museum  
Dallas, Texas – 25 September 2018

One of the great aspects of spending time with Russ was the opportunity to ask him questions about his life, to which he often responded with a story. Here are a few:

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- Why he became a pilot at 19: When he was about 10 years old, his parents took him to a state fair, I forget if he said Missouri or Kansas, where there was an airshow. He told me that he was so thrilled, he wanted to be a pilot from that day forward.
  - How he met his wife Marion; When he was in the Army Air Corps, he was stationed at a small base in Peru (1944 or 1945). Russ was flying a C-47 on reconnaissance missions up and down the South American coast, from Panama to the southern tip of Chile. A short distance from his base, an American mining company was operating; the American company manager's daughter Marion returned from high school in the U.S., learned about the young flyers down the road, and somehow she and Russ met. They were married when Russ ended his Army Air Corps service in 1946.
  - Why he wasn't at the official founding of PMI in 1969: On the day after the first PMI conference (all-day seminar) in Atlanta in October 1969, he had to fly to Monaco to deliver a paper at another conference, then spend two weeks consulting in Greece. So though he was one of five "trustees" associated with the founding of PMI and had attended two previous planning meetings, he missed the 3<sup>rd</sup> meeting on October 10, 1969 at which the PMI founding documents were signed.
  - Working for Harold Geneen in New York City: In 1970, Russ joined ITT as an Assistant Director of Staff Operations in New York, primarily focused on improving the project management capabilities within ITT's many subsidiary companies in Europe, Latin America, and the Asia/Pacific region. He witnessed first-hand how Harold Geneen, the storied head of one of the world's largest conglomerates at the time, ran meetings in New York and Brussels in which he grilled the presidents of ITT subsidiaries. When problems were uncovered with projects, Russ often became the trouble-shooter.
  - How he happened to be in London when APM was founded: One of his first assignments for ITT was with Standard Telephones and Cables/STC, in the UK. In the early 1970s he was spending a lot of time in London. At an INTERNET (IPMA) conference in Stockholm in May 1972, where Russ presented a keynote paper, a group of British engineers and project managers met and proposed the formation of "INTERNET UK". Russ was invited to a meeting in London the next month that launched the creation of that organization, which later became APM. Since membership numbers were assigned alphabetically, he became member #3. He met Jack Grimshaw and Dr. Martin Barnes at that meeting; they became lifelong friends.
  - Conducting workshops in Italy: In the late 1980s, Russ was hired by ENI (one of Italy's largest industrial companies) to conduct a series of one-week project management seminars for executives and managers, which took place at a villa about an hour from Rome. The place was fabulous, the food fantastic, the workshops engaging and the people great. He has loved Italy ever since and has many friends there.

There were more stories; we discussed the project management field, PMI, national politics and other topics. Over dinner at our home, Russ explained why he and Marion moved to Mexico in 1994 and why they love living in San Miguel – because of the five C's: Culture (arts, music, concerts, museums, festivals), Community (wonderful people, many friends), Colors (varied and vivid), Cost (low) and Climate (almost perfect!).



*Russ Archibald at 94 in Addison, TX*

Just to wrap up this story, here are couple more emails from Russ after his heart valve procedure.

October 15, 2018 email to all PMI Fellows:

*Hello All,*

*I just wanted to share a bit of good news with all of you. I stopped consulting and traveling in 2014 and have not attended the PMI Fellows Reception for a few years before then. Early in August of this year my cardiologist discovered (with an echocardiogram) that my heart's aorta valve was severely blocked by calcium deposits, and that was causing serious breathlessness when walking, and especially going up any steps. The usual way to replace that valve is with open heart surgery, where they split the ribs open. However, beyond a certain age, and at age 94.6 I am well beyond the limit, the risk is too great for that method.*

*It turns out that heart surgeons can also be very innovative, and in recent years they have developed the Transcatheter Aorta Valve Replacement (TAVR) procedure. One of these leading innovators in this field is the Dallas Valve Institute (see <https://medicalcityhospital.com/service/dallas-valve-institute>). The TAVR procedure is similar to having a stent implanted in an artery by entering the body through the groin area. See <https://newheartvalve.com/hcp/tavr-overview/> for an animated description of this TAVR procedure.*

*So my good news is that on October 2<sup>nd</sup> I had that procedure in Dallas, Texas, at the Dallas Valve Institute, and on October 6<sup>th</sup> I flew back here to San Miguel De Allende, in the central mountains of Mexico, where Marion and I have been living for 24 years. I'm still recuperating from the procedure and my heart is still getting adjusted to having the new valve in place, but every day brings further improvement. I thanked the Docs in Dallas for giving me Five More Good Years and feel sure I will make it to 100!*

*Best to all, Russ*

November 12<sup>th</sup>, 2018 email:

*Dear David,*

*Since you and Carla were so involved with Danielle and me and my big procedure at the Dallas Valve Institute, I thought you would both be interested in the two reports that I have submitted to docs up there as well as those here, which you can read below. This is probably more information than either of you want to see but it is quicker for me and there will not be a final exam on the contents!*

*As you can see from Report No. 2 my new aorta valve is working well; I am doing very well and feeling stronger every day, but I still have work to do to get back to what I would consider full throttle. The good news is that I am no longer getting out of breath going up the stairs, but my legs are still feeling rather weak and my balance is still a bit unsteady. Other than that, I'm feeling great.*

*Once again, I know that Danielle joins me in thanking both you and Carla for your great hospitality during our 3 weeks in your town. Our many excursions with you made a huge difference to us and kept us from "going stir-crazy"!*

*Guess you are making plans for Thanksgiving and the Holiday Season. Our son Mark and his wife Trina will arrive here a few days after Thanksgiving for their annual visit, and then Danielle will arrive soon after Christmas for her semi-annual visit. Don't forget, the invitation to you and Carla is still valid!*

*Warmest regards, Russ*

July 19<sup>th</sup>, 2019 email:

*Dear David,*

*Just want to bring you up to date regarding my medical situation. Last week I spoke to Dr. Javier Sanchez at the Dallas Valve Clinic about my possible need for a Pacemaker. He explained its benefits for me in my present situation and the relatively small risks involved. My conclusion is not to have it done, since although there would be some benefit it would not do much for me in terms of my shortness of breath, balance and leg weakness, and the main risk would be making the trip without medical support. So I will not have the pleasure of seeing you and Carla again this year. But who knows what the future will bring?*

*I really appreciate your very kind offer of support while in Dallas, which means a great deal to me. Actually I am feeling better as the days go by, although the progress rate is not as high as I would like it to be.*

*My very warm regards to both you and Carla, Russ*

And finally, an email on January 9<sup>th</sup>, 2020

*Dear David,*

*Congratulations one more time on your continued dedication to the cause and to maintaining your enviable publication record. Tomorrow I will hit my 96th birthday, walking is limited to 2 or 3 blocks at a time, quickly running out of breath with minor exertion, but feeling generally good most of the time. No plans to travel anywhere for health or other purposes. Our daughter Danielle, whom you met, has moved here for a few months. I am keeping fairly busy with family stuff and staying close to home with Marion, who is 18 months behind me in age, but keeping up with me.*

*Hope you and yours have a terrific year in 2020,*

*All the best, Russ*

## A Roadmap for Retirement

It's a strange reality that many people learn more about someone after their passing than when the person was alive. After my father died, I learned much more about his life. That has been the case with Russ Archibald as well. We all knew him for his books, papers and contributions to the PM profession. But his life included so much more. After moving to Mexico in 1994, rather than retire or focus solely on the PM world, he engaged with the local community in ways that will amaze everyone. Some highlights of his community service were shown on page 6 of this tribute.

Russ learned to play the violin as a young man and became very good, at one point playing with the St. Louis Symphony (according to his daughter). When he and Marion moved to San Miguel, he helped found the San Miguel el Grande Pro Musica Association to promote and support music education, concerts and classical music locally. He served as president of the Pro Musica for the first ten years. Pro Musica has grown over its 25 year history to now be one of the leading classical music organizations in central Mexico.



He also loved San Miguel and the Mexican people. With a 500-year history of promoting the arts, San Miguel has long been the home of many musicians, painters, writers and other creative sorts. Russ fit right in and found ways to support various arts groups, museums and special events. He put his project management skills to use helping several local social service groups as well.

But mostly, Russ loved his wife Marion and their children, who Russ talked about a lot. He often told me that Marion kept him in line, but he said it with a smile. She managed the household and that was fine with him. I had the pleasure of meeting Russ' daughter Barbara in 2008, his grandsons Sebastian and Shane in 2009 and his daughter Danielle last year. (photo at right, Russ and Marion in San Miguel de Allende in 2008.)

Not only was he an inspiration to all who knew him, he was a role model for everybody with his community service, his support of the arts and his devotion to family.

## Until the End

Most recent emails from Russ:

*11 January 2020: Hi David, Thanks for your update on the PMIT. That's great! Say hi to everyone for me. Danielle has moved down here for a few months and it is great to have her nearby in her own place. We celebrated my birthday yesterday in good style. Marion and I are both doing well, although my legs give out after walking a few blocks. All the best to you and Carla, Russ.*



*10 February 2020: Hi David, Congrats on another great issue. I am slowing down some every day but hanging in there. All the best, Russ.*

Russ was born the same year as both of my parents. Like my father, Russ did not talk much about himself, he was quiet and reserved, never boasted; he was a humble man, despite his many accomplishments. After reading and thinking about his life, I think he was always Captain Archibald. Those lessons he learned as a pilot at 20 in the Army Air Corps served him well as a project manager and throughout his life; he came to fully understand the need to be qualified, well trained and prepared before a flight (or project). After takeoff, know where the ground is but keep your eyes on the horizon; have good instruments so you always know where you are and how you're doing; make sure the crew does their job and stays awake; and nail the landing.

Russ always seemed to know what he was doing and why. He understood the mission, considered the risks and focused on what was important. Those who knew him learned to read his words carefully, listen to him, respect his wisdom and head his advice. What greater legacy can there be?

When I first learned on May 1<sup>st</sup> (May Day) that Russ was fading, my first worry was that he might have contracted the novel coronavirus. This was not the case, and his wife Marion was at his side all during his last days and hours. It was just his time to go. Now it is our time to grieve, honor and remember him.

God bless Russ Archibald, Marion and their family!

**David L. Pells**

Editor/Publisher

PM World Journal

Addison, Texas, USA

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**To learn more about Russ Archibald's Life and Legacy, and his Contributions to the Field of Project Management, click on links below**

Russ Archibald's personal website: <http://russarchibald.com/>

[Russ Archibald Bibliography of published works, 1962-2013](#)

CRC Publishing Author webpage - [https://www.routledge.com/authors/i13511-russell-archibald/media/?utm\\_source=crcpress.com&utm\\_medium=referral](https://www.routledge.com/authors/i13511-russell-archibald/media/?utm_source=crcpress.com&utm_medium=referral)

Archibald books on AMAZON – [https://www.amazon.com/Russell-D.-Archibald/e/B001IXMI9O%3Fref=dbs\\_a\\_mng\\_rwt\\_scns\\_share](https://www.amazon.com/Russell-D.-Archibald/e/B001IXMI9O%3Fref=dbs_a_mng_rwt_scns_share)

[Russ Archibald's Author Showcase in the PM World Library](#)

**Videos:**

[Russ Archibald talks about "Leading and Managing Innovation \(2015\)](#)

[Dear Russ Archibald 02: What are the challenges in project management ... \(November 2013\)](#)

[Dear Russ Archibald 01: What was your first project and how did it go? \(October 2013\)](#)

[Russell Archibald, Founding Member PMI \(Member No. 6\) and Honorary Member IPMA and APM \(July 2013\)](#)

[Russell Archibald | PMTOUR México 2010.](#)

[Entrevista a Russell Archibald \(2010\)](#)

**Interviews:**

[Interview with Russ Archibald: Part 1 – The Early Years, \*PM World Today\*, Vol X, Issue IX, September 2008](#)

[Interview with Russ Archibald: Part 2 – The Formation and Early Years of PMI, \*PM World Today\*, Vol X, Issue X, October 2008](#)

[Interview with Russ Archibald: Part 3 – The Early Years of the PM Profession Outside of North America, \*PM World Today\*, Vol X, Issue XI, November 2008](#)

[Interview with Russ Archibald: Part 4 – The Later Years: Consulting, Research and Thoughts on the Current State and Future of Project Management. \*PM World Today\*, Vol XI, Issue I, January 2009](#)