

Capturing Project Management Best Practices ¹

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Abstract

The strategic goal of all companies is sustainable and profitable growth which includes improving the firm's competitive position, achieving efficient utilization of resources, and maximizing the return on investments in product development. Unfortunately, many companies take a rather passive view on how strategic goals can be achieved and believe that doing business the same old way will continue to be successful in the future. As stated by Albert Einstein,

“Insanity: doing the same thing over and over again and expecting different results.”

Companies must understand how project management best practices can elevate their levels of business success and recognize the need for continuous improvements supported by an investment in the discovery of best practices.

Most organizations today realize they are managing their business by projects. Project management is no longer restricted to a few functional domains but is now utilized throughout the organization. Today, project management is viewed as a strategic competency needed for corporate growth rather than a career path. Project management

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is becoming the vehicle needed to capture, evaluate, and implement the best practices needed for continuous improvements in the firm's performance.

Unfortunately, many companies have a relatively poor understanding of the steps needed to effectively capture and employ best practices. The intent of this paper is to provide a roadmap for how project management can maximize continuous improvement efforts utilizing best practices and strengthen the value and relevance that project management brings to the organization's future.

The Importance of Project Management Best Practices

Project management is no longer regarded as merely a set of activities consisting of a set of processes, tools, and techniques necessary to create deliverables. Project management is now regarded as both a project management process and a business process. Therefore, project managers are expected to make business decisions as well as project decisions. Most enterprise project management methodologies today are integrated with business processes, whereas historically they were just used on traditional projects that were reasonably well-defined. The necessity for achieving project management excellence is now readily apparent to almost all businesses.

Achieving project management excellence is a major component of strategic planning activities. Project management and business thinking are no longer separate activities. Project management is not just about processes; it is now aligned with the delivery of business benefits and value as indicated in the 7th edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, the flagship publication of the Project Management Institute and a fundamental resource for effective project management for all industries.

One of the benefits of performing strategic planning for project management is that it identifies the need for capturing and retaining best practices, not only for project management applications but for business usage. Unfortunately, this is easier said than done. One of the impediments, as will be seen later in this paper, is that companies today are not in agreement on the definition of best practices and how to manage them. Moreover, companies may not fully understand that best practices can lead to continuous improvement, which further generates additional best practices. Many companies also do not recognize the value and benefits that can come from best practices.

The importance of continuous improvement efforts makes it clear that the discovery and use of best practices should not be left to chance. Historically, most companies never investigate all the necessary steps to determine if a practice is the best approach. Companies are now developing roadmaps for best practices as seen in Exhibit 1.²

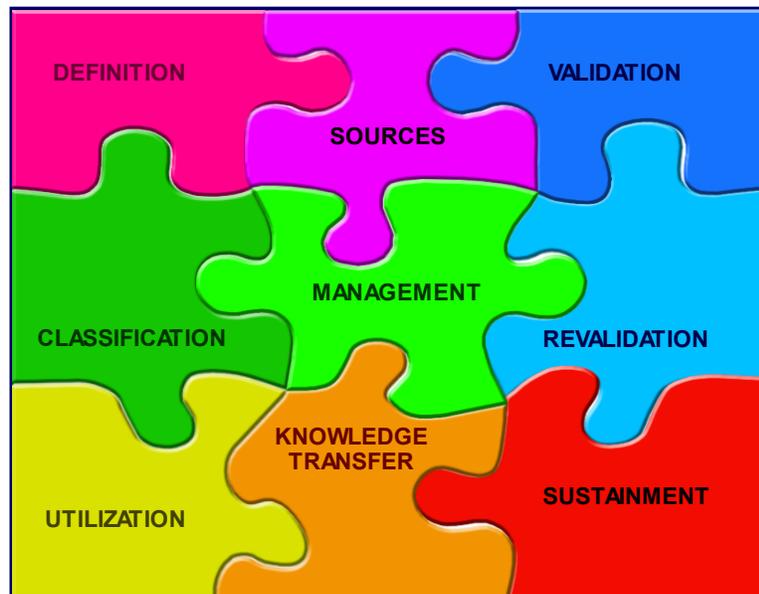


Exhibit 1. Project Management Best Practices Activities

The activities in Project Management Best Practice activities (Exhibit 1) answer the following nine questions:

1. What is the definition of a best practice?
2. What are the sources where we can discover best practices?
3. Who is responsible for validating that something is a best practice?
4. What are some of the ways to describe levels or categories of best practices?
5. Who is responsible for the administration of the best practice once approved?
6. How often do we reevaluate that something is still a best practice?

² Exhibit 1 has been adapted from Harold Kerzner, (2018), *Project Management Best Practices: Achieving Global Excellence*, John Wiley Publishers, Hoboken, p.22

7. How do companies use best practices once they are validated?
8. How do large companies make sure that everyone knows about the existence of the best practices?
9. How do we make sure that the employees are using the best practices and using them properly?

In addition to improving performance, capturing best practices can identify ways to eliminate waste, improve the accuracy of estimating work, win new business, enhance the firm's reputation, and help sustain the survival of the firm.

Definition of a Best Practice

A best practice is most frequently defined as a method, technique, or process that is considered superior to other ways of performing the same things and provides the desired outcome with fewer problems and unforeseen complications. The best practice then becomes the standard way of performing certain activities.

Although this definition is commonly used, it is often poorly understood because of the vagueness from use of the subjective term "best". Project management best practices appear as forms, guidelines, templates, and checklists that identify a more prudent course of action. The word "best" implies that there may not exist any other way to perform it better. This is faulty reasoning.

Instead of calling it "the best", a better expression might be a good practice, promising practice, better practice, effective practice, smart practice, or proven practice. Regardless of what we call it, we should follow the steps in Exhibit 1 **to show that it has been proven to be more effective than current practices** before integrating it into processes so that it becomes a standard way of doing business.

Another argument is that the identification of a best practice may lead some to believe that we were performing some activities incorrectly in the past, and that may not have been the case. This may simply be a more efficient and effective way of achieving a deliverable. Another issue is that some people believe that best practices imply that there is one and only one way of accomplishing a task. This also may be a faulty interpretation.

Definitions of a best practice can be highly complex or relatively simplistic. Companies must decide on the amount of depth to go into the best practice. Should it be generic and at a high level or detailed and at a low level? High-level best practices may not achieve the efficiencies desired, whereas detailed best practices may have limited applicability.

Sources of Best Practices

Best practices can be captured either from within your organization or external to your organization. Internal best practices are usually the easiest to identify but somewhat limited. Internal best practices can be related to the metrics you use, ways to eliminate obstacles to project success, the type of flexible methodologies, the selection of projects, performance reporting practices, working with virtual teams, and the relationships with certain stakeholders. Not all best practices apply to every project. Some best practices are unique to the situation such as in projects related to innovation where the requirements may be loosely defined.

Some organizations rely on the project managers to capture internal best practices and document the findings. This approach does not often work well because of several factors. First, project managers may not be trained in techniques needed to extract best practices. Some companies have professionally trained facilitators that serve this function.

Second, more best practices may be found from project failures rather than successes, but team members are reluctant to discuss what they learned from a failure due to fear that it may reflect poorly on their performance reviews, even though it is in the best interest of the company. Professional facilitators are better trained in extracting information under these circumstances.

Third, project managers prefer to extract best practices at the end of the project and may miss opportunities to gather feedback and insight from team member(s) who completed their assignment before the project came to an end. Seeking out best practices at frequent intervals, such as at gate review meetings, may be best.

There are situations where companies identify the need for project management best practices in a certain process and encourage people to identify possible continuous improvement techniques. As an example, this often occurs when companies seek out better ways to select the best projects for the portfolio while overcoming the barriers due

to internal politics, fear of a cultural change, and a poor project prioritization system. There are also barriers related to the unwillingness of people to cancel certain projects that are squandering resources and providing no value.

Another situation is when companies realize that traditional financial measurements of project performance, including use of the Earned Value Measurement System (EVMS), are insufficient in determining the firm's long-term success possibilities. Other project portfolio measurement metrics will be needed.

External best practices come from publications and benchmarking. Publications such as PMI's PMBOK® Guide are seen as generally accepted best practices but may not contain sufficient detail for effective use without some degree of customization. Project management documents, such as the PMBOK® Guide, are limited to project management processes, tools, and techniques, and rarely discuss best practices related to the business side of projects. Emphasis in these documents discuss the forms, guidelines, templates, and checklists that can affect the execution of a project. There are also published articles and graduate-level theses that contain project management best practices information.

Benchmarking is another way to capture external best practices, possibly by using the Project Management Office (PMO) as the lead for benchmarking activities. The two most common forms of project management benchmarking are operational benchmarking and strategic benchmarking. Operational benchmarking focuses on the processes, tools, and techniques used by companies for project execution. Strategic benchmarking focuses on the business side of project management including areas such as project selection, customer satisfaction, stakeholder relations management, and activities related to the strategic planning for project and program management.

Information can also be obtained at seminars, symposiums, and conferences that discuss project management best practices. However, experience has shown that most people attend these sessions with the expectation of obtaining information that they can specifically relate to their firm and most presenters provide only generic information.

Companies are often fearful of providing critical best practices information in books or symposiums if they believe that the use of these best practices gives their firm a competitive disadvantage.

A case in point: an automotive subcontractor was invited to contribute information for a book on project management best practices. The employee who was invited to provide the information had planned to describe the processes the firm used to minimize the risks when handing off engineering documents to manufacturing team for the start of production planning. Several forms and templates were used to minimize the risks. The corporate legal group declined to give permission to release this information for the book or for seminars and conferences, stating the company spent \$3 million developing and testing these forms and templates and saw no reason they should be given to everyone who purchases an \$85 book.

Perhaps a more productive form of project management benchmarking are face-to-face discussions between two companies. Both companies must understand that this is a give-and-take discussion and be willing to provide some of their best practices.

The challenge with face-to-face discussions is deciding which company to approach. An executive in the aerospace and defense division of a Fortune 500 company decided to benchmark **against their competitors in the aerospace and defense industry**. After the industry benchmarking study was completed, all of the employees in the company began congratulating one another on the apparent success of their project management activities.

The company then benchmarked themselves **against companies considered best-in-class in project management, but none were in the aerospace and defense industry**. This study showed that the company was relatively poor at project management. Senior management recognized the need for more continuous improvement efforts. The leader of the benchmarking study was promoted to Vice President of Innovation and his job was to benchmark and implement best-in-class global project management practices for his firm. Deciding which companies to benchmark against is difficult.

An excellent source of benchmarking information can be found with companies that are part of an organization's Value-Added Chain, as shown in Exhibit 2.

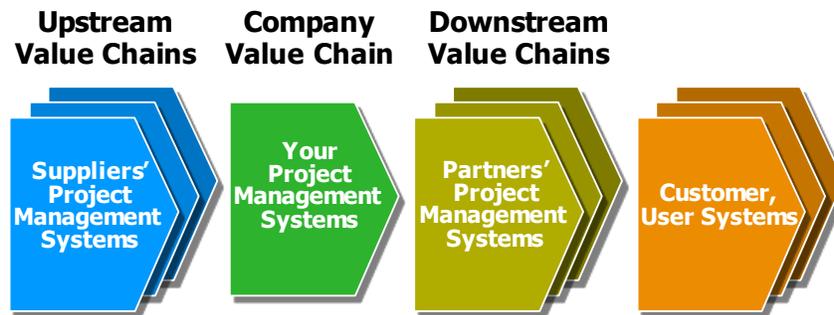


Exhibit 2. The Generic Value-Added Chain

Companies in the value-added chain are upstream and downstream contractors that may become strategic partners and are willing to share best practices information in hopes of a long-term relationship or partnership. Alignment of your project management practices to those of your contractors and distributors can yield fruitful results.

Most of the sources of project management best practices are researched in the forms, guidelines, templates, and checklists used in project management. But as projects become larger and last longer, there is emerging need for behavioral best practices. As stated by Alam et al. (2010):

A survey conducted in 2010 indicated that about 10% of project problems were related to technical processes and the remaining 90% were related to soft skills management.

The human side of project management may very well yield more best practices in the future than the technical side.

The rapid growth in identifying best practices related to strategic decisions has brought with it an inherent fear among some workers that they may be removed from their comfort zone. Some best practices may require changes to a firm's business model that may result in closing unprofitable product lines/activities or forcing workers to learn new ways of performing work. Project management maturity models of the future are expected to include assessment instruments on best practices processes.

Validation of Best Practices

There must exist a process by which an idea or discovery can be labeled as a project management best practice. Years ago, project managers were allowed to make these decisions by themselves even though they had limited knowledge about best practices. The best practices they approved were constrained by the type of project they worked on, and were limited to improvements to the forms, guidelines, templates, and checklists used for project execution.

Executives began to recognize that they were managing their business by projects. Project management and business-related decisions were interconnected. The best practices discovered and approved by the project managers were project execution oriented and had very limited use for strategic decision makers. Best practices were lacking for determining the strategic direction of the firm and evaluating and selecting individual projects for consideration as part of the portfolio of projects.

Executives traditionally maintained a hands-off approach on project management activities and relied upon information on time, cost, and scope in performance reports for the decisions they had to make. With the introduction of the 4th edition of the PMBOK® Guide in 2009, projects were focusing on multiple, competing constraints rather than the traditional triple constraints of time, cost, and scope. Also, the enterprise environmental factors, which generally had a limited impact on traditional projects that were well-defined at project initiation, were changing.

The business environment is no longer stable and is now defined by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). The meaning of VUCA components can change from industry to industry, company to company, and possibly project to project. In a project management environment VUCA can be described as:

- **Volatility:** An understanding of changes that can occur, usually unfavorable changes, and the forces or events that might cause the changes. The changes could be the need for additional time or funding, poor quality, or inability to meet specifications.
- **Uncertainty:** An understanding of the issues and events that might occur but being unable to accurately predict if they will happen, and when. Uncertainty could be knowing that you need more money or more time, but not knowing how much.
- **Complexity:** An understanding of the interconnectivity of the events discussed under volatility and uncertainty, and any relationships between them. The greater the number of possible events, the greater the complexity. The team can become overwhelmed with information such that they are unable to decide upon a course of action. Complexity might be knowing that time is money, but not knowing the exact relationship between them.
- **Ambiguity:** Not being able to fully describe the events or misreading the risk events that can affect the outcome of the project. This may be the result of a lack of precedence, the existence of haziness or mixed meanings concerning the events. This occurs when we are dealing with “unknown unknowns”. As an example, ambiguity occurs when we do not fully understand the individual events that may cause budget and schedule issues.

The emergence of the VUCA environment, the introduction and use of competing constraints, and the need to integrate project management and business decisions increased the importance of capturing business-related best practices. Executives now believed that a project management office (PMO), rather than project managers, should take the lead in recognizing, implementing, and managing the expected growth in project management best practices. Articles, such as those by Andersen et al. (2007) and Chen (2015) identified the benefits of using a PMO for project management benchmarking. The PMO also had to make sure that decision-makers throughout the company understood the best practices.

There are several types of PMOs that could take on this responsibility. One of the reasons PMOs have this responsibility is because impact studies like those of the Gartner Group (2000) show that companies with a well-functioning PMO will experience half the time and cost overruns as those without a PMO.

As executives were deciding where to assign the best practices responsibility (i.e., which type of PMO), other project management issues began to surface, including:

- Working on too many projects that provided little or no business value, thus wasting resources
- Capacity planning issues that created an imbalance in the assignment of resources to projects and forced project managers to compete for qualified resources
- Lack of metrics and techniques to predict and evaluate project success
- No application of lean project management practices resulting in excessive waste
- Projects not aligned to strategic business objectives
- Project decisions being made without consideration of the company's long-term strategy

Companies began assigning the best practices responsibility to the Portfolio PMO. For many companies, the use of a Portfolio PMO is a new concept. The benefits of a Portfolio PMO include:

- Improved governance on projects
- Better project prioritization efforts
- Faster and better decisions especially related to project selection practices
- Accelerated improvements in project management processes
- Better resource utilization
- More effective risk management and risk mitigation
- Projects aligned to strategic business objectives
- Quicker cancellation of failing projects
- Decrease in project failure rates and an increase in time-to-market

Even though the primary concern of the Portfolio PMO was the control of the strategic projects in the portfolio, the PMO focused on capturing all best practices that could lead

to improvements in the firm's long-term success strategy. Some PMOs developed templates and criteria for determining whether an activity qualifies as a best practice if it has a positive impact on the firm's business. Criteria that can be included in best practices validation templates are:

- The best practice is transferable to many projects
- Enables efficient and effective performance that can be measured (i.e., can serve as a metric)
- Enables measurement of possible profitability using the best practice
- Allows an activity to be completed in less time and at a lower cost
- Adds value to both the company and the customer/client
- Can differentiate us from everyone else
- Helps to avoid failure and if a crisis exists, helps us to get out of a critical situation

The Portfolio PMO becomes the custodian of the firm's best practices.

Classification of Best Practices

As the number of best practices increases, companies have found the need to create a best practices library. The categories within the library can range from general to specific applications and, as expected, the quantity of best practices can vary. Each company may have their own unique classification system.

An example of best practice classification levels might be (from general to specific):

- Professional standards
- Industry specific
- Company specific
- Project specific
- Individual usage

Best practices can be extremely useful during strategic planning activities and levels may be identified to support various strategic planning activities. The bottom two levels described above may be more useful for project management strategy formulation,

whereas the top three levels are more appropriate for the execution or implementation of a strategy.

Management of Best Practices

There are three players involved in the management of the best practices:

- The Portfolio PMO
- The best practices' library administrator who may reside in the PMO
- The best practice's owner

The PMO usually has the final authority in the identification of a best practice and the placement in the best practices library. The PMO also decides how frequently each best practice may need to be updated, whether it should be removed from service, and whether restrictions should be placed on who is allowed to view certain company sensitive best practices such as those related to strategic decision-making. Some best practices libraries require viewers to use their employee identification codes for access to certain best practices. The PMO may take the lead in project management benchmarking activities and the selection of which companies to benchmark against.

One person assigned to the PMO usually functions as the library administrator. One component of the administrator's responsibility is to track how frequently certain best practices are viewed. This may indicate the interest in this best practice and how frequently it should be reevaluated.

The administrator is also responsible for ensuring that the library is correctly positioned in the firm's knowledge repository. As seen in Exhibit 3, integrating project management practices with ongoing business needs and strategic planning activities can bring forth a significant number of best practices. As such, best practice libraries become part of the firm's knowledge repository or information warehouse used for decision-making.

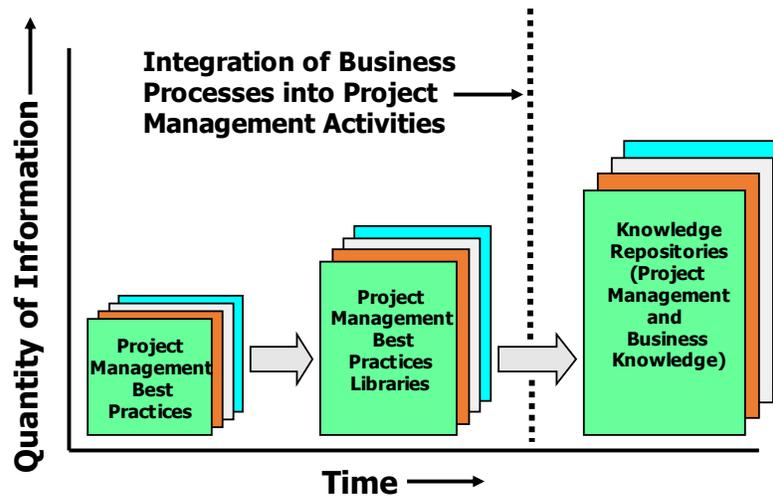


Exhibit 3. The Growth of Knowledge Repositories

As the number of best practices increases, the PMO may not be able to manage all the best practices. Companies have created the position of best practices owners to assist the PMO with continuous improvement and usage of the best practices. The owner of the best practice usually resides in a functional area and may have a dotted reporting line to the PMO which has the responsibility of maintaining the integrity of usually one best practice. Being a best practice owner is usually an uncompensated, unofficial title but is a symbol of prestige. Therefore, the owner of the best practice tries to maintain continuous improvement of the best practice.

Revalidation of Best Practices

Best practices do not remain best practices forever. Continuous improvement efforts require that best practices be reevaluated periodically for applicability because best practices may lose their value if allowed to age.

The critical question is, “How often should they be reevaluated?” The answer to this question is based upon how many best practices are in the library. Some companies

maintain just a few best practices, whereas large, multinational companies may have thousands of clients and maintain hundreds of best practices in their libraries.

If the company sells products as well as services, then there can be both product-related and process-related best practices in the library in addition to the strategic best practices contained in their information warehouse and knowledge management system.

Every company has their approach to how frequently the reevaluation should take place. Some companies do it quarterly, semiannually, or yearly on the anniversary date of the best practice. Members of the reevaluation committee can change from company to company and may include PMO representatives, best practices owners, subject matter experts, consultants, and the library administrator.

Three types of decisions can be made during the review process:

- Keep the best practice as is until the next review process
- Update the best practice and continue using it until the next review process
- Retire the best practice from service

Utilization of Best Practices

A critical decision that must be made by the guardians of the best practices which is frequently the Portfolio PMO, is deciding what to do with the best practices once discovered. Given that a best practice is an activity that may lead to a sustained competitive advantage, it is no wonder that some companies have been reluctant to share their best practices. Therefore, what should a company do with its best practices?

The most common options available include:

- **Sharing knowledge internally only:** This is accomplished with the use of a best practices library and using the company's intranet to share information with employees.
- **Hidden from all but a select few:** Some companies spend vast amounts of money on the preparation of forms, guidelines, templates, and checklists for project management and view their best practices as proprietary information. These documents are provided to only a select few on a need-to-know basis and

may be password protected. An example of a “restricted” best practice might be specialized forms and templates for project approval where information contained within may be company-sensitive financial data or the company’s position on profitability and market share.

- **Advertise to the company’s customers:** In this approach, companies may develop a best practices brochure to market their achievements and may also maintain an extensive best practices library that is shared with customers after contract award. Some companies identify best practices in their proposals as part of competitive bidding efforts to gain a competitive edge. The use of the best practices may then appear in performance reports. In this case, best practices are viewed as competitive weapons to win future business but run the risk of possibly disclosing proprietary information.

Knowledge Transfer

Knowledge transfer is one of the greatest challenges facing corporations. The larger the corporation, the greater the challenge of knowledge transfer. The situation is further complicated when corporate locations, partners, and contractors are dispersed over several continents. Companies are now using virtual project management teams and are struggling with the implementation of best practices. Without a structured approach for knowledge transfer, corporations can repeat mistakes as well as missing valuable opportunities. Corporate collaboration methods must be developed to maximize the effectiveness of best practices. Effective knowledge transfer techniques can provide significant benefits. According to Georgieva and Allan (2008):

“When the process of knowledge transfer is managed well, knowledge will flow, accumulate and build up and this will promote better management in the team, the project work, the customer, other stakeholders and every aspect of project management. Knowledge transfer increases motivation and is an essential element in good leadership.”

There is no point in capturing best practices unless the workers know about it. The problem is how to communicate this information to workers, especially in large, multinational companies. The responsibility for knowledge transfers is being placed in the hands of the Portfolio PMOs. Some of the knowledge transfer techniques for best practices that are being used include:

- **Best practices libraries:** This is the most common technique if workers are willing to use the library.
- **Best practices case studies:** Some companies write case studies on their best practices and use them in training programs. The problem occurs when the company has a vast best practices library and cannot prepare case studies for every best practice, and when best practices are updated.
- **Internal seminars:** This technique may provide the most fruitful results. It exposes the audience to the benefits of project management best practices and encourages them to search on their own for beneficial continuous improvement efforts. The speakers are usually some of the best practice owners.

A component of knowledge transfer must include visible support from senior management. Workers must be aware that best practices and continuous improvement efforts will be enforced by all levels of management, not just the PMO.

Sustainment

Companies spend a great deal of time and effort capturing best practices and expect a return on investment from their use. But why go through the complex process of capturing best practices if people are not going to use them?

Performing periodic audits to verify the use of best practices is a necessity. This is normally part of the responsibility of the PMO. Although the PMO may have the authority to regularly audit projects to ensure the usage of a best practice, they may not have the authority to enforce the usage. The PMO may need to seek assistance from the head of the PMO, the project sponsor, or various stakeholders for enforcement.

What Does the Next Decade Hold for Best Practices?

With the unprecedented rate of change and the disruptive impact of technologies, the impact of best practices on project management practices is immense.

If we look at the enablers of cloud solutions and Artificial Intelligence (AI) and their integration with the Internet of Things (IoT), we could strongly shift the dialogue of best practices in the next decade to the human side of best practices highlighted earlier in this white paper. **The future of best practices sits in the hands of people who commit to**

putting these practices into action towards more sustainable outcomes for their businesses and projects.

Amongst the most critical challenges of the next decade is how companies will use their organizational agility to encourage widespread use of best practices. As development and improvement of best practices gain momentum, and with increasing transparency across companies and their partners' ecosystem, there is room for strong co-creation of the next practices that will expedite the pace of maturing the project management profession and its very useful practices.

Benefiting from this increased agility in the way we work in this new decade will make the capture and use of effective practices part of the DNA and mindset of forward-thinking organizations. This includes the ownership of best practices that we highlighted as driven by Portfolio PMOs. Responsibility and ownership of best practices could expand to boardrooms and executive leadership who would be the true course setters for tackling the implementation obstacles we highlighted above.

Conclusion

The future could see a much tightly connected ecosystems that sees project management capabilities and practices shape organizational and country agendas for diversity, inclusion, social equity, and other major climate, energy, and infrastructure decisions facing our world. The critical tension about what best practices to focus on and who should have access to these needs to shift to a decision-making dialogue centered on strategic value and associated tradeoffs. As we achieve a clearer position for projects as strategic vehicles for transformation and change management, we must ensure that we have the highest return on investment (ROI) on both knowledge capture and knowledge transfer in future organizations.

The recommendations made throughout this white paper point to the increasing importance of the human side of best practices. Organizations that are leading the growth and sustainability agendas of the future will have to create safe cultures where fear of extracting best practices from what has not worked disappears. Acknowledging best practices does not mean that we have reached excellence is also a vital ingredient to the infinite value that continuous improvement must maintain. We can't afford to stop growing and stretching!

As we continue the journey into the next decade and look positively at technological disruptions as enablers for the change in where project teams spend their time, growth of best practices will accelerate. Our lessons learned and retrospections will take on a new meaning and will be closely linked to the strategic agenda of the organization. Portfolio PMOs will continue to mature with wider enterprise impact that responds well to future strategic risks that are embedded in the realities of the VUCA business environment of today and tomorrow.

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Dr. Harold Kerzner is Senior Executive Director for Project Management for the International Institute for Learning (IIL). He has an MS and Ph.D. in Aeronautical and Astronautical Engineering from the University of Illinois and an MBA from Utah State University. He is a prior Air Force Officer and spent several years at Morton-Thiokol in project management. He taught engineering at the University of Illinois and business administration at Utah State University, and for 38 years taught project management at Baldwin-Wallace University. He has published or presented numerous engineering and business papers and has had published more than 60 college textbooks/workbooks on project management, including later editions. Some of his books are (1) Project Management: A Systems Approach to Planning, Scheduling and Controlling; (2) Project Management Metrics, KPIs and Dashboards, (3) Project Management Case Studies, (4) Project Management Best Practices: Achieving Global Excellence, (5) PM 2.0: The Future of Project Management, (6) Using the Project Management Maturity Model, and (7) Innovation Project Management.

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Dr. Kerzner has traveled around the world conducting project management lectures for PMI Chapters and companies in Japan, China, Russia, Brazil, Singapore, Korea, South Africa, Canada, Ireland, Germany, Spain, Belgium, Poland, Croatia, Mexico, Trinidad, Barbados, The Netherlands, Sweden, Finland, Venezuela, Columbia, United Arab Emirates, France, Italy, England, and Switzerland. He delivered a keynote speech at a PMI Global Congress on the future of project management.

His recognitions include:

- The University of Illinois granted Dr. Kerzner a Distinguished Recent Alumni Award in 1981 for his contributions to the field of project management.

- Utah State University provided Dr. Kerzner with the 1998 Distinguished Service Award for his contributions to the field of project management.
- The Northeast Ohio Chapter of the Project Management Institute gives out the Kerzner Award once a year to one project manager in Northeast Ohio that has demonstrated excellence in project management. They also give out a second Kerzner Award for project of the year in Northeast Ohio.
- The Project Management Institute (National Organization) in cooperation with IIL has initiated the Kerzner International Project Manager of the Year Award given to one project manager yearly anywhere in the world that demonstrated excellence in project management.
- The Project Management Institute also gives out four scholarships each year in Dr. Kerzner's name for graduate studies in project management.
- Baldwin-Wallace University has instituted the Kerzner Distinguished Lecturer Series in project management.
- The Italian Institute of Project Management presented Dr. Kerzner with the 2019 International ISIPM Award for his contributions to the field of project management.

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Dr. Al Zeitoun is a Future of Work, business optimization, and operational performance excellence thought leader with global experiences in strategy execution. His experiences encompass leading organizations; delivering their Enterprise Digital and Business Transformation; guiding fitting frameworks implementations; and using his

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In his position, as the Executive Director for Emirates Nuclear Energy Corporation, Abu Dhabi, UAE, he was responsible for creating the strategy execution framework, achieving transformation benefits, governance excellence, and creating the data analytics discipline necessary for delivering on the \$40B complex country energy mission roadmap.

At the McLean, USA HQ of Booz Allen Hamilton, Dr. Zeitoun strategically envisioned and customized digitally enabled EPMO advisory, mapped playbooks, and capability development for clients' Billions of Dollars strategic initiatives. Furthermore, he led the firm's Middle East North Africa Portfolio Management and Agile Governance Solutions.

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