



## Reflections on the History of Project Management and PMI

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### Agenda

- ✓ Explore managing projects in the late 1960's
- ✓ Look at the "why" & "how" of Project Management & PMI
- ✓ Remember the past, look to the future
- ✓ Have some fun along the way



## A Look Back in Time

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

— James Hadley Billington  
Former Librarian  
US Library of Congress



## A Look Back in Time

**1969**

- **Apollo 11**
- Internet
- Communication Tools
- First PMI Seminar Symposium



## A Look Back in Time



# First Manned Mission to the Moon



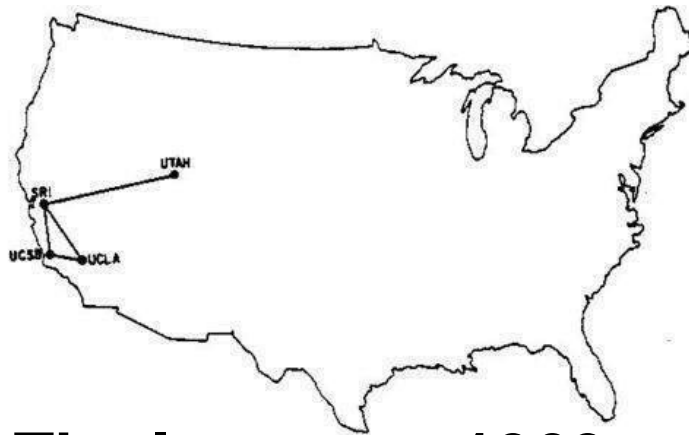
## A Look Back in Time

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## A Look Back in Time



## The Internet - 1969

## A Look Back in Time

### 1969

- Apollo 11
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- **Communication Tools**
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## A Look Back in Time



## Communications in the 1960's



## A Look Back in Time

### 1969

- Apollo 11
- Internet
- Communication Tools
- **First PMI Seminar Symposium**



## A Look Back in Time



Advanced Project  
Management Concepts  
October 9-10, 1969



## A Look Back in Time

So, Where did we come from?



## Before Project Management

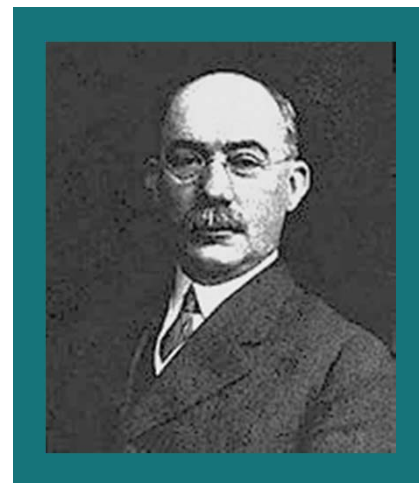
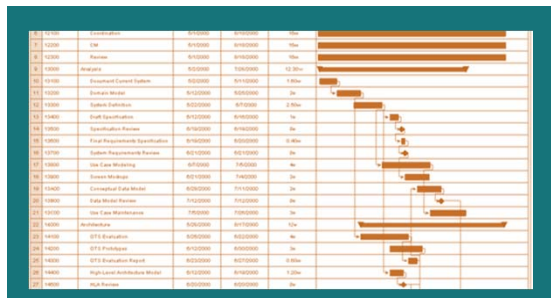


**Christopher Wren  
(1632–1723)**



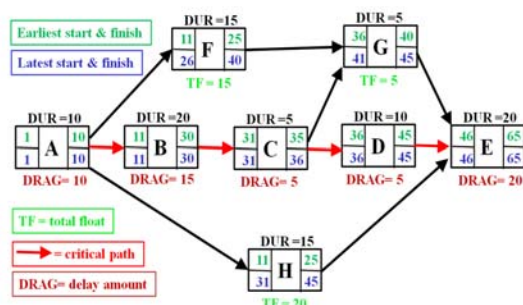
## Before Project Management

- Henry Gantt (1861 – 1919)
  - Graduated from Johns Hopkins (Baltimore)
  - Worked at Midvale Steel (Philadelphia)



## The Tipping Point

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



## The Road to Atlanta

- 1964 – 1969
- Short Courses
- Much Deliberation





## The Road to Atlanta: Ideas Formed



## The Road to Atlanta: A Call to Action

- It started with a celebration dinner
- The snow storm of 1967
- Engman calls for a meeting  
- February, 1968 in New Orleans



## The Road to Atlanta: A Dark and Stormy Night



SP/L

## The Road to Atlanta: 333 Smedley Street

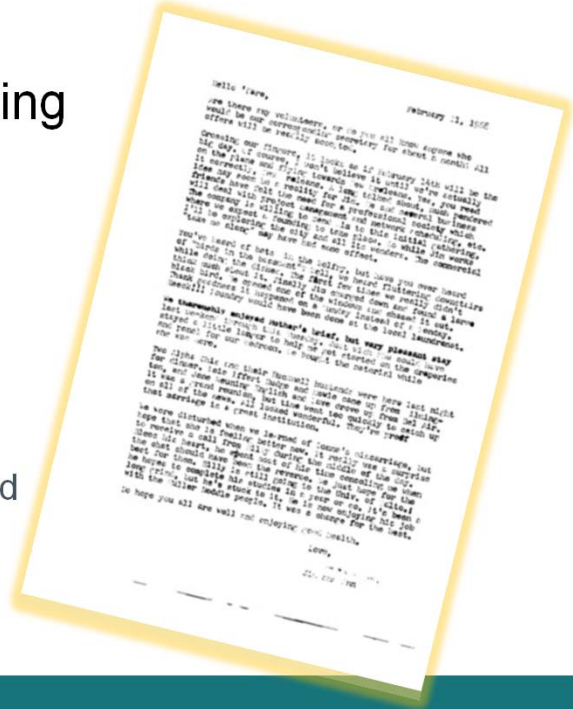


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# The Road to Atlanta: The First New Orleans Meeting (What)

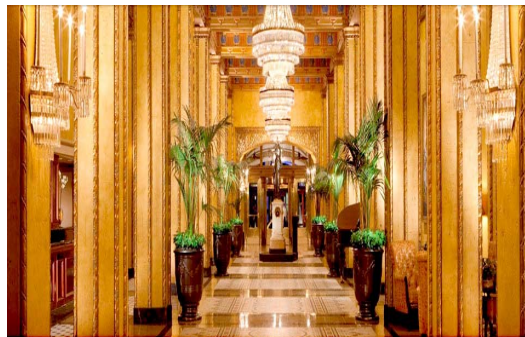
- February 11, 1968
- "... It looks as if Feb 14th will be the big day..."
- "... I won't believe it until we are on the plane for New Orleans..."
- "... long talked about, much pondered ideas may soon be a reality..."

**ANN SNYDER - 1968**



# The Road to Atlanta: An Organization is Born

- February 1968, New Orleans



Built in 1893 and became the Roosevelt Hotel in 1923 in honor of Theodore Roosevelt. February 1968 New Orleans

## The Road to Atlanta: Attendees

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



## The Road to Atlanta: The Founders, 1969





## The Road to Atlanta: The Founders, 2004



PMI

## The Road to Atlanta: Outcomes

- Established need for an association to foster professionalism in project planning and scheduling
- Formulated purpose and specific objectives
- Selected name - “American Planning & Scheduling Society”
- Set first Seminar for October 9 -10, 1969
- Co-Chairmen - G Davis and J Snyder
- Sponsored by Ga Tech School of Industrial & Systems Engineering and PMI

PMI

## The Road to Atlanta: 2<sup>nd</sup> New Orleans (How)

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



## The Road to Atlanta: February 1969 – October 1969

1969

Changed Name to “Project Management Institute”

Solicited Financial Support for Start-Up

Drafted Constitution and By Laws

Incorporated PMI in Pennsylvania



## Seminar Symposium at Georgia Tech

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



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## The Road to Atlanta: Georgia Tech

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



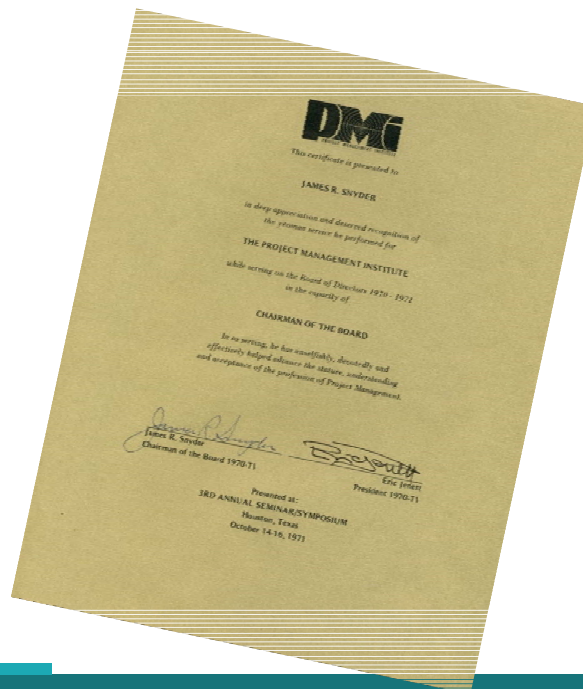
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## A Dinner to Remember!

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



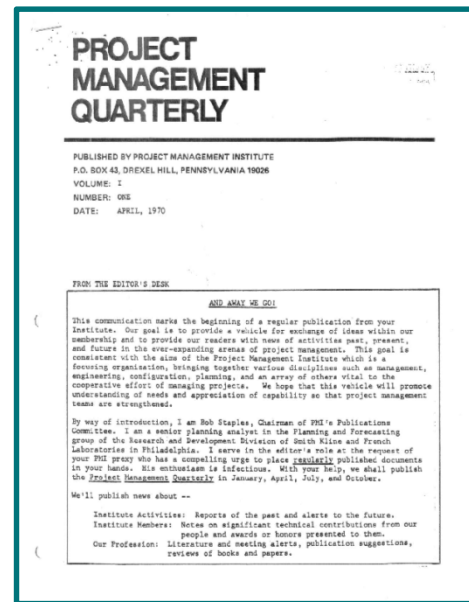
## The First Logo





## The First PMQ (April 1970)

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



## PMI Offices Over The Years

# A Corporate Tour

## Corporate Offices

- From a Dining Room in 1968
- To a World Headquarters in 2016



## Corporate Offices



Join Here! – PO Box 43, Drexel Hill, PA



Corporate Offices: Over the Meat Market  
Next to The Bar



## Corporate Offices: The Nerve Center



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## Corporate Offices: First Furniture

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

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## Corporate Offices: IT Department



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## Corporate Offices: The Apartment



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## Corporate Offices: A REAL Building



## 4 Campus Boulevard – Building 1



## Corporate Office: 4 Campus Boulevard



## Corporate Offices: The Present



## Early Academic Involvement

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



## Some Thoughts About “Why”

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



## A Thought For The Future...

- “Why” matters
  - But only if we learn from experience
- Culture Shift
  - From who is right ... to what is right
  - ... And Finally



## The Real Founders: The Ultimate Volunteers



Billie Davis



Ann Snyder



Dorothy Jenett



Thank you very much!

Your Turn...

# Questions Comments

