



# Distinguished Fellow Award

Awarded 5 March, 2012

Dr. Lew Ireland  
Project Management Executive Consultant



## Summary of Dr. Lew Ireland's Contributions

We write *asapm* in all lowercase letters to show that the organization is there to serve its members and not the other way around. This is an idea that Dr. Lew Ireland unwaveringly demonstrates.

A key driver in *asapm* founding, and our President for eight years, Lew has spent more than 30 years in helping others get through Dante's Inferno of project management (Most people think there are only four levels, as in 4-L-C). He has done this with patience, persistence, integrity, and humility.

During his service as our President, Lew helped *asapm* become IPMA's USA Member Association. He worked closely with PMCert, *asapm*'s certification body, to help launch *asapm*'s IPMA Level-D® certification program, contributing to, proctering, and scoring the exam. And he made sure every newsletter had a thought-provoking lesson, anecdote, or story from the President to *asapm* members.

When *asapm* "went live," on July 4<sup>th</sup>, 2001, most of our many new members, from all over the World, joined because of the involvement of two people: **Lew Ireland**, and **William Duncan**, another of our co-founders, and legendary because of his achievements in the initial release of PMBOK® Guide.

Prior to forming *asapm*, Lew spent 20 years contributing to PMI® by resurrecting its Washington D.C. Chapter, starting the Pikes Peak Chapter, developing the database of certification questions for the first PMP®, serving as PMI President, and steering PMI through a mighty complex project known as a "change in governance." During that time, Lew also supported other emerging PM associations and practices around the World, ranging from presentations in Finland's PMAFm IPMA-Finland, to China, on multiple occurrences.

In the context of project management education, training, and goodwill, Lew has also authored or co-authored 5 books, in multiple editions. He has written at least 20 major papers; and traveled everywhere except Antarctica to train, present to, and collaborate with other project professionals ... and to bring back to all of us what he has learned. He has also contributed directly to academia. For example, he has been a member of the Project Management Curriculum Review Group for Illinois State University, and he co-authored the Project Management MBA curriculum, offered as distance learning through Jones International University.

Whereas many of us might narrowly focus our project management efforts, Lew has enviable breadth. He has learned and shared learning from the military, state and federal government, private business, not-for-profit organizations, information technology, telecommunications, energy, and construction.

Whether through mentoring, consulting, or "roll-up your sleeves" hard work, Lew has consistently "showed up" and been an ambassador for project management teams, stakeholders, and the profession.

## Testimonials

### Co-Author of some of the practice's most-relevant books, Dr. David I. Cleland

I am pleased and honored to provide relevant information on Lew Ireland to support his nomination to *asapm* for the Fellow Award. I have known Lew for over twenty years and have worked with him as co-author/co-editor of several books in the Field of Project Management. The first book we put together was titled "Project Manager's Handbook" was a "first-of-its-kind" publication, which presented information on how Project Management theory and processes were carried out across Global Industries. The second book was titled, Project Management - Strategic Design and Implementation, 3rd Edition. The Fifth Edition of this book was published in 2006, and set the stage for the concept that Project Management was a building block in the design and implementation of the Strategic Management of the enterprise. These books were published by McGraw-Hill.

Lew and I have worked together on designing and implementing training and workshops in Project management. In addition we have performed consulting work for many National and International enterprises. Dr Ireland is truly an expert in the theory and practice of Project Management. He has received many honors from the Project Management Institute (PMI) for his professional expertise. I hold no reservations in recommending him for this award.

### **Leader, Mentor and Coach, a Testimonial from Ginger Levin**

Lew Ireland was instrumental in getting me involved with the practice of Project Management, when I was working for Martin Marietta (now part of Lockheed-Martin). He encouraged us all to learn this discipline, and to get certified in it. Later, after Greg Haugan and I had developed our PM consulting firm, this business decision was smart. When William Duncan produced the original PMBOK Guide, it was clear that it was important to develop the new curriculum requirements that PMI needed to support it. We bid on the contract that PMI needed filling, and won.

Among Lew's greatest contributions to PM practice is his focus on Project Quality. His book, *Quality Management for Projects and Programs*, published by PMI in 1991, remains one of the best books on the subject. Another contribution has been his focus on establishing Project Management as a distinct discipline.

Lew is an outstanding friend, mentor and consultant. He is a person of extremely high integrity and ethics, with an unmatched sense of professional responsibility.

### **Inspiring Professional PM, Service to People, Neighbor and Friend, by Greg Haugan**

*Note:* Greg and Ginger (see above) have worked with Lew for years in their consulting firm, GLH, Inc. During that time, Lew has served as mentor, friend, trainer, coach and advisor. Greg's book, *Project Management Fundamentals: Key Concepts and Methodology*, is based in part on a PM methodology that Lew helped Ginger and Greg to develop. This shows yet another range of contributions Lew has made to our practice.

*From Greg:* In addition to all Lew's PM contributions that Ginger has cited, there is another side of Lew that is important. Starting with a story may be the best way to describe the type of person Lew Ireland is. As a neighbor of Lew's over 20 years ago, I was having trouble with my car. I went next door to ask him, in general, if he had any ideas about how I could solve it. He came over, looked at it, and immediately went to work on it. He removed the generator, cleaned it out, reassembled it, and put it all back together again. *And it worked.* That is just one example of one experience with Lew. He is a great friend and coach in our practice of Project Management.

### **Selfless Relationship Builder; by Stacy Goff**

I first encountered Lew at registration at one of the PMI Seminar and Symposium events in the 1990s (today called Congresses). I had not met him before, but he was friendly and helpful. At that time, he was not yet PMI President. We struck up a conversation, and he asked me about my interests, and why I was there. I explained that, as a PM consultant, I was interested in the experiences and success stories of others in project and program management. And so we talked about a wide range of subjects.

The content of our discussion was interesting, but every few steps, Lew would stop and introduce me to someone new. We'd visit with this new person for a while, then continue another few steps, and repeat the process.

This was not just a matter of how well-connected Lew was—and is. It is a matter of connecting people to people, something I have observed as one of Lew's many strengths.

Observing Lew's conversations in that Symposium setting, they were always focused on those he was speaking with-- i.e., their interests, their experiences, their families, their challenges—and never about himself. Clearly, Lew was helping me by introducing me to his circle of friends, and by helping me to achieve my goal of hearing the experiences and successes of others in project and program management.

Some years later, as Lew began helping to form *asapm*, he invited me to participate. During the long meetings and late evenings, his consistent focus was on the needs of the industry, the interests of our stakeholders, and the selfless approaches that he instilled, by example. An instance of that was, when it came time to select a new President, Lew was reluctant to move from Director of Research to the role of President. Quiet, humble, brave, smart, dedicated and supportive.

In an era when others in Project Management are only beginning to understand the importance of interpersonal, or behavioral skills in successful projects, Lew has demonstrated those skills consistently. *For*

*decades*. And he has done so in multiple contexts: In service to his daughter, Dee; to his friends and associates in *asapm* and other professional organizations; to his clients and consulting partners around the world; and to all those who share with him this discipline of beneficial societal change, Project Management.

### **Dr. Lew Ireland's Publications: (Representative Sample)**

In addition to dozens of insightful articles and *PrezSays* reports on the *asapm* website, Lew is the author or co-author of 5 books, with multiple updates, and more than 40 major project documents. The following is a non-inclusive list of his published works. As Ginger Levin (see Testimonials, above) says, Lew's publications are "outstanding references, with practical examples. ... scholarly and professional."

***Project Management: Strategic Design & Implementation***, 5<sup>th</sup> ed. (with David I. Cleland), McGraw-Hill, New York, NY, 2006

***Project Manager's Portable Handbook***, 2<sup>nd</sup> ed. (with David I. Cleland), McGraw-Hill, New York, NY, 2004

**"Managing Multiple Projects"** *Proceedings of the Project Management Institute*, Project Management Institute, Drexel Hill, PA (October 1997)

**"The Customer's Role In Project Success"** *Proceedings of the Project Management Institute*, Project Management Institute, Drexel Hill, PA (October 1993)

**"Customer Satisfaction: The Project Manager's Role"** *The International Journal of Project Management*, London, England, May, 1992

***Quality Management in Projects and Programs***, Project Management Institute, Drexel Hill, PA (October, 1991)

**"Quality in Project Management Services: A Case Study,"** *Proceedings of the International Symposium on Quality and Project Management*, Project Management Association of Finland, Helsinki, Finland (August, 1989)

**"Project Management: Controls and Decision Criteria,"** *Delegation Proceedings*, People to People, International, Spokane, WA (China Association for Science and Technology, People's Republic of China; August, 1986)

**"Project Management: Critical Success Factors and Keys to Effectiveness,"** *Delegation Proceedings*, People to People, International, Spokane, WA (China Association for Science and Technology, People's Republic of China; August, 1986)

**"Schedule and Control Techniques for the Project Manager,"** *Delegation Proceedings*, People to People, International; Spokane, WA (Metallurgical Industry, People's Republic of China, September 1983)

**"A Risk Management Model for the Defense System Acquisition Process,"** *Proceedings of the 1983 Defense Risk and Uncertainty Workshop*, Defense Systems Management College, Fort Belvoir, VA, July 1983

**"Ethics for the Project Manager,"** *Proceedings of the Project Management Institute*; Drexel Hill, Pennsylvania, October 1982 (Co-authored with J.L. Schrock and W. Pike).

***Project Management and Project Management Techniques*** (1981), Studies of project management in public and private sectors. (Unpublished)

## Biographical Summary, Dr. Lew Ireland

### Education

Doctor of Philosophy in Business Administration	1981
Master of Science in Management Systems	1973
Bachelor of Science in Business Administration	1971
Graduate, US Army Command & General Staff College	1977
Graduate, US Army Intelligence & Security Counterintelligence Course	1970
Graduate, US Army Security Agency Career Course	1966
Graduate, US Army Signal Officer's Basic Course	1960
Graduate, Officer Candidate School	1959
Served a total of 23 years in the US Army, and was a Company Commander in Frankfurt, Germany	

### Project Management Roles and Awards

President, <i>asapm</i>	2001-2009
Director of Research, <i>asapm</i>	2001
President of Project Management Institute	1998
Fellow of the Project Management Institute	1989
Person of the Year, Project Management Institute	1984

## Examples of Dr. Ireland's Project Management Journey

### *The 1960s and 1970s*

Dr. Lew Ireland began his project management journey with a 23 year Army career, where his first “real” project-management project was in planning the Solid Shield 75, which was a plan to incorporate realistic electronic warfare play into the Atlantic Command’s Joint Exercise.

Appointed as the Army’s first-ever Operations Security Officer, he managed projects involving the installation and evaluation of military security systems (processes, technology, other tactical support) to help identify and stop security leaks. Later, as a Company Commander based in Frankfurt, he also evaluated persons responsible for the security system projects in Germany, Spain, Japan, and Turkey.

### *The 1980s and 1990s*

During his 20+ years with PMI, Lew developed the first database of PMP questions; as stated earlier, resurrected one chapter (D.C.); helped start another (Pikes Peak); served as PMI President, and oversaw a **Change in Governance**, a euphemism for “We need to do business differently and many of you will find it a wrenching change.” It was, but it was critical for the organization’s survival and growth.

The Change in Governance meant shifting the President’s and Board’s traditional work to a full-time operational and administrative staff, so that the President and Board could truly focus on strategy and leading. To outsiders, the change would seem small. In fact, in addition to the corporate executives, those affected included 47,000 members, 240 Chapters in 45 nations, and 22 Special Interest Groups.

He was selected as Delegation Leader of a 30-person team to China in September 1983. Dr. Ireland was the PMI Person of the Year in 1984, and nominated as Fellow, as mentioned above. He is the author or co-author of more than 40 major project documents and is the author of numerous articles, papers and postings in multiple countries.

### *The 2000s*

Near the end of the 1990s and into the early 2000s, Dr. Ireland helped to found *asapm* and with his and co-founder William Duncan’s acclaim, helped to recruit many of our initial members; their global recognition and achievements helped this nascent organization to grow rapidly from our start. *asapm* registered as a not-for-profit corporation in April 2001, and “opened for business” three months later on July 4<sup>th</sup>.

In October of the same year, Lew became *asapm*'s President, serving into 2009. During his 8 years as *asapm* President, he steadfastly, humbly, and with integrity helped *asapm* help its mission: To improve PM performance competence in the USA, and the rest of the willing world.

Lew has served *asapm* longer in one role than any other person. We especially thank him for helping us achieve membership in the International Project Management Association IPMA in 2004, and for helping us to launch our multi-level certification program in 2005.

Dr. Lewis Ireland: A role model for integrity, competence, friendship, leadership, trust and results, mixed with deep humility and integrity, all in the practice of Project and Program Management. **Our first *asapm* Fellow.**

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