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Managing Transformation Projects

Tracing Lessons from the Industrial to the Digital Revolution

Mark Kozak-Holland
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Preface

Organisations are today facing a digital revolution that brings opportunities and threats, and are transitioning to new business models. Project management through transformational projects is playing a significant part in this revolution. This practice is largely conducted without reference to research or historical background. Indeed, this is indicative of a substantial gap between research and practice in project management more generally.

We examine the successful management of three nineteenth-century projects: namely the Stockton to Darlington Railway, the (U.S.) Transcontinental Railroad and the Manchester Ship Canal. These have been chosen because although each one commenced with the purpose of business optimisation, all three resulted in significant business transformation and disruption. In each case we show how the management of these projects led to their transformational impact.

The book demonstrates the relevance of these historical projects to contemporary digital transformation, and the vision and skills involved. In so doing it seeks to address the gap referred to above.

Stouffville, Canada — Mark Kozak-Holland
Salford, UK — Chris Procter

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About This Book

Themes

Project Management (PM), Business Transformation, Transformational Projects, Historical Case Studies, Megaprojects, Digital Revolution.

Scope

The book will provide evidence of the management of 3 projects from the nineteenth century which led to substantial business transformation. The lessons learnt are of great relevance to contemporary project management, particularly those concerned with disruptive technology.

Figures and Illustrations

Figures 3.1–3.3, 3 images from **John Weedy's Collection of Illustrated London News** as scanned and uploaded to the website:

https://www.iln.org.uk/iln_years/year/1864.htm.

Edition 1864, P393, Retrieved 23 May 2019

- Stephenson's locomotive manufactory at Newcastle upon Tyne October 15, 1864 P393—2 half page views of Stephenson's Locomotive factory at Newcastle upon Tyne: The Lathe and Tool shop and The fitting shop, and Steam Hammer.

Figures 3.4–3.5, 2 images from **Grace's Guide Collection** as scanned and uploaded to the website:

https://www.gracesguide.co.uk/.

(Original from University of Michigan)

Retrieved 23 May 2019

- Locomotion No. 1 opened the Stockton and Darlington Railway in 1825 (The Engineer, 1875)
- First Iron railway bridge, this is the bridge over the River Gaunless on the Stockton and Darlington Railway, designed by Robert Stephenson (The Engineer, 1875)
- The building of the Manchester Ship Canal 1889, Manchester Docks Section
- Ford at Trafford Park 1914, Ford installs first moving assembly line 1913.

Figures 4.1–4.3 images from Hathi Trust. Digital Library as scanned and uploaded to the website:

https://catalog.hathitrust.org/Record/000061498.

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Original from University of Michigan, the administrative host of HathiTrust, digitization program for the University of Michigan library.

Retrieved 27 May 2019

- Profile of the Pacific Railroad from Council Bluffs/Omaha to San Francisco. *Harper's Weekly* December 7, 1867, Drawn by C.H. Wells for Harper's Weekly December 7, 1867 (original engraving)
- Central Pacific Railroad, Chinese laborers at work (*Harper's Weekly* December 7, 1867)
- Completion of the Pacific Railroad—meeting of locomotives of the Union and Central Pacific lines: The engineers shake hands (*Harper's Weekly*, June 5, 1869, Photographed by Savage & Ottinger, Salt Lake City).

Contents

About the Authors

Dr. Mark Kozak-Holland 37-year career in IT has solely been in client facing projects. They have always involved solving client problems with solutions based on technology, process change or organisational adjustments. He has also completed extensive research into projects and their transformative effect on organisations. As a result, he is keenly aware of business transformation and how organisations can transition to a future digital end-state. Within his projects in a leadership and client consultative role he has helped organisations make the transition. Mark is also very passionate about history. In 2002 he founded the Lessons from History series to help today's business organisation find unique solutions to complex problems. The series uses relevant historical case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then draws comparisons to challenges encountered in today's projects. As the lead editor behind the series he has brought together over a dozen authors with publications. He has written several academic papers on historical project management. He defended his dissertation titled The Relevance of Historical Project Lessons to Contemporary Business Practice to complete his Ph.D.

Dr. Chris Procter has been a project manager, lecturer, researcher and consultant in project management for over 30 years. He has significant experience in pedagogical research, which was the subject of his Ph.D., and professional development and practice. Chris has extensive experience as a lecturer at the University of Salford, UK, in teaching,

researching and consulting on project management. He has won awards for his work on engaging students with the world of work and published widely on this. Effective learning and teaching should always be the product of a partnership with practice. The job of the academic is to reveal the relevance of the past to help students construct the future.

List of Figures