
PROJECT DECISION MAKING IN EXTREME ENVIRONMENTS: LESSONS FROM CLIMBING THE EVEREST

SEMINAR WITH MARKUS HÄLLGREN AND LENE GAMMELGAARD

TUESDAY FEBRUARY 12 2013, 14.00-17.00, ROOM 091, NYGAARD BUILDING
FINLANDSGADE 21, DK-8200 AARHUS N

The Center for IT Project Management and Innovation (www.itprojectmanagement.au.dk) has the pleasure to announce the seminar, that proposes a debate between Markus Hällgren (Umeå University and Stanford University) and the Danish mountain climber Lene Gammelgaard.

Markus Hällgren is a researcher specialized in observing the practice of decision-making in extreme environments. Lene Gammelgaard is a practitioner of decision making in extreme environments most famous for her climb of Mount Everest in 1996 as the first Scandinavian woman.

The two speakers will debate theory and practice of the relationship between project management and decision making when conditions become extreme.



Markus Hällgren

"Projects and Decision-making in Extreme Environments", Umeå University, Sweden, presently visiting Stanford University, USA.

Most attention to temporary organisations, typically projects, involves traditional environments such as construction or software development. Other less researched, but equally interesting environments, include high altitude mountaineering of which Mount Everest takes presidency. Researching the disaster on Mount Everest 1996, but also other expeditions such as the events on the worlds second highest mountain K2 in 2008, it can be argued that temporary organizations are inherently dangerous, because of the way they are organized. They tend to produce groupthink, escalating commitment and other lock-in effects. Also, they cause people to prioritize the partial goal over the end goal. This presentation will show how that goal conflation comes about, and provide lessons learned for project practitioners regardless of industry.

<http://www.markushaellgren.com/>



Lene Gammelgaard

"How inner drives determine the unfolding of decision-making and action in extreme environments"

How does a project begin? Where did the initiative come from? What need does it fill? What meaning does a project have for the single individuals contributing to managing the project? The foundation of the project dictates how it will be managed - or not.

This presentation describes how extreme specific goals generate inner drive that propels projects from idea to fulfillment. It reveals the psychology of "life and death" inherent in the massive commitment necessary to accomplish extreme projects. The personality of the initiator(s) of the project as well as the personal psychology of the individuals following one type of project manager determines the % of success or failure. The presentation reflects on how management style and personal psychological makeup play major roles in how a project unfolds and for its outcomes. How are decisions made in extreme situations? What are the deathtraps? What are the building blocks for success - independent of the circumstances?

<http://www.lenegammelgaard.com/en/>

**Participation is free, but requires registration on:
https://auws.au.dk/Lessons_from_climbing_the_Everest
by Thursday February 7 2013, 12.00 noon**