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## Dr. Thomas W. Grisham

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### EXPERTISE

- Complex Enterprises in Multi-Cultural Environments (experience in 54 countries), and Community-Enterprise Relationships
- International Program, Project, & Construction Management
- Partnering, Consortiums, and Alliances
- Conflict Management & ADR
- Research
- Education, E-learning, Mentoring & Coaching

### DEGREES & ASSOCIATIONS

- RMIT University Doctor of Project Management (8/06). Thesis: Cross-cultural Leadership.
- Duke University MBA (8/90).
- Vanderbilt University BE (5/71).
- Licensed Professional Engineer in California, Florida, and Missouri.
- Adjunct Professor, St. Petersburg College. Technology Management, and International Business programs. Undergraduate.
- Adjunct Professor, University of South Florida. Masters of Science in Engineering Management Program. Graduate.
- Adjunct Professor, DeVry University. Project Management Program. Undergraduate.
- Senior Consultant, International Institute for Learning. Corporate and continuing education for international programs, projects, and business.
- Project Management Professional (PMP). Project Management Institute.
- Active member of Project Management Institute (PMI).
- Active member of the International Project Management Association (IPMA).
- Registered consultant, Inter-American Development Bank & Asian Development Bank.
- Active member, International Council for Research and Innovation in Building and Construction (CIB).
- Member of the Panel of Arbitrators, American Arbitration Association (AAA).
- Member of the Panel of Arbitrators, International Center for Dispute Resolution (ICDR).
- EPA - Accredited Asbestos Inspector/Management Planner.
- Court Appointed Mediator Training, and Advanced Arbitrator Training Programs.
- Limited Knowledge of Spanish, Turkish, Arabic, Thai, and Japanese.

## **EDUCATION & RESEARCH**

I have experience in mentoring and coaching beginning in 1975, and have been engaged in both processes since then. Since 1995 I have developed and taught courses (classroom & e-learning) in: Project Management, Construction Management, Operations Management, Risk Management, Dispute Resolution, Leadership & Cultural Diversity, International Business, International Project Management, Human Resource Management, World Geography, and a course in Dispute Resolution for contractors as part of their continuing education license requirements for St. Petersburg College. I also teach Project Management at the masters level at the University of South Florida, and for DeVry University at the undergraduate level.

Since 2003 I have been a Senior Consultant for the International Institute for Learning. I have provided training for employees of well over 100 companies in the past two years in the US, UK, Canada, Trinidad & Tobago, Brazil, Mexico, Switzerland, Germany, Poland, UAE, India, Singapore, and China. Some of the courses included:

- Project Management Professional (PMP) certification program
- Leading Cross-cultural Virtual Teams (designed this course)
- Project Management Fundamentals
- PMP Preparatory Course
- Requirements Management
- Project Risk Management & Advance Risk Management
- Managing Multiple Projects
- Project Management for IT Professionals
- Procurement Management & Advanced Procurement Management
- Managing and Leading Projects Across Organizational Boundaries
- Building High Performance Project Teams
- Conflict Resolution: Implementing Covey's 7 Habits
- Effective Negotiating Skills for Project Managers
- Relationship Skills for Project Managers

I have provided continuing education including seminars in turn-key construction strategies, risk management, project management, scheduling, education, conflict resolution, cross-cultural leadership, cultural diversity, and negotiations. Speaking experience includes cultural knowledge and communications for PMI Trinidad chapter meetings, keynote address for PMICC annual conference in Trinidad, guest speaker for the MBA program at NL Dalmia in India, cross-cultural communications for

an IPMA Helsinki chapter meeting, and presentations for CIB in Dubai, and Cape Town, and for an IPMA conference in Russia.

My ongoing research interests center on international business, program management, project management, culture, and leadership. Well over three years of intensive research in these areas, and my efforts have continued unabated since the completion of my doctoral studies, as indicated in the publications section of this CV. Currently I am working on a book on International Project Management. I also continue to serve as a mentor for a PhD candidate in India.

## **CORPORATE EXPERIENCE**

### Grisham Consulting Inc.

Since 2001 I have provided expert Consulting services in a number of industries. I provide expert contract, project management, risk management, scheduling, and dispute resolution services to Owner's and Contractor's on a variety of projects including transportation (light rail), power generation, residential, airport, commercial, education, and a dredging project. I have also been involved with the development of two new service companies: PDI Global Services Inc. a firm that provides international Project Management services and International Communications Infrastructure Solutions (ICIS) a firm that provides turn-key services for international telecommunications projects. The projects were in Brazil, Chile, Haiti, Ireland, Ghana, and India.

### Granite Professional & Technical Services (Subsidiary of General Electric)

- (2-99 to 2-01) Director, Project Administration for General Electric Japan Limited and reported to the Senior Project Manager (USA) and Country Executive (Japan-direct report to COB) for the Dabhol II project in India. The project included a combined cycle power facility and an LNG facility. I was responsible for starting a Trading Company for General Electric in Japan, with Dabhol being the first project undertaken. I was also responsible for all project activities in Japan for GEJL (US\$400 million) including interface with JBIC, MITI, JMC, and Fuji Bank to assure the funding was uninterrupted, and that all Japanese government requirements and procedures were being followed. I also oversaw the local manufacturing of the equipment being manufactured in Japan, and was responsible for coordination with our partners, and the Owner. The project included a strong community relations effort that was designed and conducted to meet the needs of the local citizens, the lending institution, international NGO's, and the enterprise partners, and the government of India.
- (3-98 to 2-99) Site Representative and reported to the Project Director of General Electric for a 2,600 MW power plant in Thailand. I provided expatriate services in Thailand and was responsible

for liaison with EGAT, the Thai Owner of the facility. I was also responsible for the management of all consortium activities (GE and Raytheon) activities on the site including scheduling, QA/QC, procurement, budget, receiving and storage, commissioning, technical problem resolution, and for resolving conflicts and disputes. The project included community relations for the local citizens who worked on the project and who lived in the vicinity.

- (11-96 to 2-98) Manager of Quality Programs I reported to the General Electric Manager of Europe, Middle East, Africa, and Pakistan. I provided expatriate services in Saudi Arabia on a US\$190 million power plant facility, and was responsible for liaison with EWR, the Owner, and with our consortium partner Flour Daniel. I was also responsible for assistance in problem solving, customs clearance, and for expert advice on dispute avoidance and resolution. Concurrently, I provided dispute resolution services for another General Electric project in Thailand.

### Grisham Engineering

- (1-95 to 11-96) Provided expert Consulting services to General Electric, Power Plant Services Division. Services included risk analysis, proposal and negotiation assistance for consortium agreements and contracts, contract management, project management, problem solving, damage impact analysis, schedule and delay analysis, dispute avoidance and resolution services, and preparation of presentations for negotiations. I helped start the project close-out initiative to negotiate and finalize long-standing problem projects. The power plant projects ranged up to US\$600 million and were located in Argentina, Australia, China, Costa Rica, Nicaragua, Mexico, Virgin Islands, Dominican Republic, Malaysia, Brunei, Thailand, Singapore, Japan, Philippines, Israel, Turkey, Turkmenistan, Germany, Netherlands, United Kingdom, Sardinia, Tunisia, Finland, Saudi Arabia, United Arab Emirates, and the U.S.A. Most of the projects included the need to integrate the project with the local citizens, the local governments, and the national governments.
- (8-94 to 12-94) Provided expert Consulting services to Pinnacle One for the U.S. Department of Justice on a \$45 million prison project. Services included schedule and delay analysis, assessment of project/construction management methods, advice on negotiation strategies and tactics, and preparation of management level presentations to the customer.
- (1-94 to 8-94) I marketed expert consulting services internationally with emphasis placed on superbank power and transportation projects in Asia and South America. During this same period I assembled a consortium of experts to pursue GIS projects in Turkey.
- (1-93 to 9-93) I provided expatriate Consulting services in Turkey to Dogus Insaat ve Ticaret on a US\$700 million highway project. Services included analysis of project/construction management methods, advice on negotiation strategies and techniques, schedule and delay analysis, damage impact analysis, implementation of electronic information systems, and analysis of technical issues. Services also included coordination and liaison between U.S. and Turkish groups involved with the

project on site, in Istanbul, and in the USA.

#### Triangle Consulting Group

(10-90 to 12-92) I was a senior partner and co-founder of the Triangle Consulting Group (TCG). Consulting services included economic analysis, regional competitive analysis, development planning, marketing research, program management and specialized technical expert assistance for the international market. We successfully completed the initial TCG marketing effort in Spain that culminated in a proposal to perform an inter-modal transportation (including light rail and bus) study for Madrid. We also conducted detailed economic and competitive analysis for the region of Asturias, and prepared a regional development plan founded on the introduction of an international air-hub. The assessments included the planned relationship with the local communities that would be affected by the projects, and ways to involve them in the process of designing and selecting possible sites for the air hub.

#### University of North Carolina at Chapel Hill

(4-87 to 12-92) As Director of Special Projects, I was responsible for the overall program management for a US\$120 million capital improvement program that included a co-generation facility, a chiller facility, and the associated campus distribution systems. Responsibilities included development and implementation of program management system that would enable the University to successfully manage these projects - portions of these systems were adopted by the State of North Carolina for use on all construction projects state wide. I was also responsible for all aspects of program and project management, and for public relations on this high visibility project. A major portion of the project was the design and implementation of a full-blown community involvement effort.

#### Grisham Engineering

- (8-86 to 3-87) Consulting services provided to Farella, Braun & Martel for a dispute on a US\$100 million industrial facility. Services included schedule and delay analysis, impact and damage analysis, assessment of project/construction management methods, and for implementation of an electronic information retrieval system.
- (1-86 to 7-86) Consulting services provided to Fogel & Associates for the Miami International Airport expansion project. Services included preparation of conceptual schedules for a new co-generation facility, and fair cost estimating services to resolve a backlog of disputed extra work orders.

#### Kaiser Engineers

- (6-84 to 4-86) As Area Manager, I was responsible for Program Management on a US\$1.2 billion

urban interstate highway project in Ft. Lauderdale, Florida. My assigned area of the project (US\$400 Million) was the interchange of existing I95 with the new I595, and the program required that we maintain unimpeded flow of 100,000 vehicles per day during construction. Responsibilities included all aspects of program, project, and construction management including the overall planning for traffic flows, design, construction, and inspection. I was also responsible for the management of all professional service and construction contracts, for preparation and adherence to program schedules and budgets, for QA/QC management, and for coordination with state and local agencies involved. My role also encompassed dispute avoidance and resolution between contractors, design professionals, professional service contractors, and the Owner (FDOT).

- (5-81 to 5-84) As Contracts Manager, I was responsible for the management, planning, and coordination of approximately 30 contract packages on a fully automated US\$130 million fast-track cement plant modernization project in California. My responsibilities included all aspects of contract management, and for dispute avoidance and resolution.
- (4-78 to 4-81) As Construction Engineer, I was responsible for the management of all site engineering, QA/QC, procurement, cost control, scheduling, and technical problem resolution in all disciplines. Responsibilities also included planning and management of all commissioning activities for a fully automated US\$100 million fast track cement plant project in Missouri.
- (8-76 to 3-78) As Field Engineer, I was responsible for field engineering on a fully automated US\$80 million fast track cement plant project in Pennsylvania. My duties included supervision of the piping, instrumentation, foundations, and structural steel contracts, for QA/QC, for commissioning, and for resolving technical problems in these disciplines.

#### Golden Gate Bridge, Highway & Transportation District

- (1975) As Construction Coordinator, I was responsible for the management of the designer and contractors on a US\$14 million ferry terminal project. My responsibilities included all aspects of an Owner's on-site representative, including technical problem solving, dispute avoidance and resolution, public relations, cost and schedule control, and QA/QC.
- (1974) I was responsible for inspection, testing, and start-up on a US\$5 million bus maintenance facility.
- (1973) I was responsible for maintenance design and engineering, and for various remodeling and expansion projects on the bridge itself.

#### **PUBLICATIONS (\*Peer Reviewed)**

- Grisham, T. (1995). Avoiding & Resolving Disputes. St. Petersburg, Seminar Presentation.
- \* Grisham, T. (1999). Global Project Management Communication Challenges & Guidelines. PMI

'99 Seminars & Symposium. Philadelphia, USA, PMI USA.

- \* Grisham, T. (2000). It's About, Time. 21st Century High Time for Project Management, Auckland New Zealand, PMI New Zealand.
- \* Grisham, T. and C. Copenhaver (2003). Global Education for Project Management. IPMA Global Project Management Conference, Moscow.
- Grisham, T. (2001). Construction Management & Design Build Contracts. St. Petersburg.
- Grisham, T. (2003). Project Management Leadership. Unpublished. Melbourne, Australia, RMIT University.
- Arroyo, A., J. Lim, et al. (2003). Project Stakeholder Management. Unpublished. Melbourne, Australia, RMIT University.
- Ballantine, J. and T. Grisham (2004). Web Conferencing for Synchronous Audio and Video Interaction. 20th Annual International Conference, Tampa USA, League for Innovation in the Community College.
- Grisham, T. (2004). Communities of Practice. Unpublished. Melbourne, Australia, RMIT University.
- Grisham, T. (2005). Cross-Cultural Conflict Management. Unpublished. Melbourne, Australia, RMIT University.
- Grisham, T. (2005). Cross-Cultural Leadership Thesis Preparation. Unpublished. Melbourne, Australia, RMIT University.
- Grisham, T. (2005). Cross Cultural Leadership Research Preparation. Unpublished. Melbourne Australia, RMIT University.
- Grisham, T. (2005). Cultural Knowledge Transfer Using Metaphors Research Preparation. Unpublished. Melbourne Australia, RMIT University.
- Grisham, T. (2005). Global Education, Affordable Excellence. Project Management Leadership & Maturity - Preparing for Emerging Global Trends, Port of Spain, Trinidad & Tobago, PMI Southern Caribbean Chapter.
- \* Grisham, T. and D. H. T. Walker (2005). "Nurturing a Knowledge Environment for International Construction Organizations Through Communities of Practice." Construction Innovation Journal 6(4): 217-231.
- Hudson, K., T. Grisham, et al. (2005). Conflict Management, Negotiation, and Effective Communication: Essential Skills for Project Managers. AIPM National Conference - Project Yourself Into the Future, Australia, Banksia Media Group Pty Limited, Wairoona NSW.
- \* Hudson, K., T. Grisham, et al. (2005). "Conflict Management, Negotiation, and Effective Communication: Essential Skills for Project Managers." Australian Project Manager 25(4): 25-27.
- \* Srinivasun, P. and T. Grisham (2005). Global Construction Project Management: A Model for Virtual Teams (Keynote Speech). Project Management Leadership & Maturity - Preparing for

Emerging Global Trends, Port of Spain, Trinidad & Tobago, PMI Southern Caribbean Chapter.

- \* Grisham, T., K. Hudson, et al. (2005). "Leadership essentials: conflict management, negotiation, and effective communication." *Australian Project Manager* 25(4): 25-27.
- \* Grisham, T. and D. H. T. Walker (2005). *Communities of Practice: Techniques for the International Construction Industry*. 1st International Conference on Information and Knowledge Management, Lisbon, Portugal, CIB.
- \* Srinivasan, P., D. H. T. Walker, et al. (2006). *Risk & Opportunity Management in Construction*. Joint International Conference on Construction Culture, Innovation, and Management, Dubai, CIB.
- \* Walker, D. H. T., T. Grisham, et al. (2006). *Frameworks For Knowledge Management Initiatives In The Field Of Project Management-Using Metaphor for Improved Visibility*. Joint International Conference on Construction Culture, Innovation, and Management, Dubai, CIB.
- \* Grisham, T. (2006). *Cross-Cultural Leadership*. Doctoral Thesis. School of Property, Construction and Project Management. Melbourne Australia, RMIT: 320.
- \* Grisham, T. (2006). *Cross-Cultural Leadership in Construction*. Joint International Conference on Construction Culture, Innovation, and Management, Dubai, CIB.
- \* Grisham, T. (2006). *Metaphor, Poetry, Storytelling, & Cross-Cultural Leadership*. *Management Decision* 44(4): 486-503\* Fellows, R., T. Grisham, et al. (2007). *Enabling Project Team Culture*. *Revaluing Construction 2007 - Crossing Boundries CIB W112*. Copenhagen, CIB.
- Grisham, T. (2007). *Do Like I Do: XLQ and Behavior*. *Project Management Days - PMTAGE*, Vienna, Projektmanagement Group (unpublished).
- \* Grisham, T. (2008). *Leading Sustainability*. *World Review of Entrepreneurship Management and Sustainable Development*. Inderscience Publications (WREMSD). *Corporate Social Responsibility, Environmental Management and Business Competitiveness* (pending 2008).
- \* Grisham, T. and P. Srinivasan (2007). *Designing Communications on International Projects*. CIB World Building Congress, Cape Town South Africa.
- \* Grisham, T. and P. Srinivasan (2007). *Designing Risk on International Projects*. CIB World Building Congress, Cape Town South Africa.
- \* Grisham, T. and R. E. Fellows (2008). *Cross-cultural Leadership*. Special edition co-editor for the *International Journal of Human Resources Development and Management (IJHRDM)*. Inderscience Enterprises Ltd. Vol 8, 3.
- \* Grisham, T. and P. Srinivasan (2008). *Managing Designing Risk*. *Perspectives on Architectural Management*. S. Emmitt, M. Prins and A. den Otter. Wiley-Blackwell.
- \* Grisham, T. and P. Srinivasan (2008). *Temporary Project Cultures*. In *Cross-cultural Leadership special issue of International Journal of Human Resources Development and Management (IJHRDM)*. Grisham, T. and Fellows, R.E. Vol 8, 3. Page 271
- \* Grisham, T. and D. H. T. Walker (2008). *Developing Communities of Practice for International*



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- \* Grisham, T., Walker, D. H. T. (2008). Thesis research report note: Cross-cultural leadership. International Journal of Managing Projects in Business 1(3): 439-445.
- \* Grisham, T. (2008). The Delphi Technique, A Method for Testing Complex and Multifaceted Topics. International Journal of Managing Projects in Business (pending).