

Dr. Thomas W. Grisham

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EXPERTISE

- Global Education - University and executive training
- Global Consulting in Program, Project, Construction, and Procurement Management
- Global Partnering, Consortiums, and Alliances
- Global dispute resolution & ADR - experienced Arbitrator
- Cross-cultural leadership on complex undertakings in multi-cultural global environments
- Experience in 65 countries with 400 organizations and companies, with expat assignments in Turkey, Saudi Arabia, Thailand, Japan, Korea, China, Hong Kong, and part-time in India, Spain, Singapore, and the UK
- Experience in IT, power, infrastructure, transportation, commercial, communications, manufacturing, global business, and country development

EDUCATION & 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
- Project Management Professional (PMP) - Project Management Institute
- Active member of Project Management Institute (PMI)
- Active member of the International Project Management Association (IPMA)
- Member of the Panel of Arbitrators, American Arbitration Association (AAA) and the Panel of Arbitrators, International Center for Dispute Resolution (ICDR)
- EPA Accredited Asbestos Inspector/Management Planner
- The Association to Advance Collegiate Schools of Business (AACSB) International Business Accreditation Seminar
- Court Appointed Mediator training, and numerous advanced Arbitrator training programs
- Limited knowledge of Spanish, Turkish, Arabic, Thai, Chinese, and Japanese

ACADEMIC EDUCATION

The institutions below encourage students to evaluate professors at the end of each course. However seldom, if ever, were the results of those evaluations provided to me in a formal manner. I can attest that the average ranking has consistently been in the 95% range for all of the work I have done.

SMC University – Switzerland (2012 to present)

Professor for Doctoral students in the Doctor of Management, Doctor of Business Administration, Doctor of Political Economy, and Doctor of Finance programs. Some of the courses include Project Management, Performance Management, Controlling and Performance, and Procurement Management. I also design courses in Project Management, Systems Thinking, Multilateral Institutions, International Organizations & Human Rights, Managing Purchasing and Logistics Projects & Programs, and Strategic and Sustainable Procurement.

I mentor about 30+ doctoral, and a few masters, candidates for their dissertations. The students are located in dozens of countries, and range from academics, to corporate CEO's, to small business owners, to ambassadors. I also also serve on the review panel for dissertation defenses.

I continue to lead Residency programs for SMC, and guided programs in Eritrea for government students entering the MBA program, and in Ghana. I also guide Residencies for Doctoral programs, recently in Ghana.

Argosy University - USA (2011)

(2011) Adjunct professor in the BBA, MBA, and PhD programs online. I assignments to teach Organizational Theory & Management Behavior at the masters level, and Global Management Models at the PhD level.

PHEI - China (2011)

Developed an online course for Leading Cross-cultural Projects based on an unpublished book manuscript.

Woosong University, SolBridge International School of Business – Korea (2009 to 2011)

Associate Professor in the BBA and MBA programs offered at the Daejeon campus in Korea. I taught Advanced Cross-cultural Management , International Management Consulting, Project Management, and Corporate Governance. My average ranking from student reviews was in the top 95%. I also drafted the AACSB Standards Alignment Plan for SolBridge accreditation.

BFSU/Solbridge International School of Business – China (2010)

Associate Professor in the BBA and MBA programs at BFSU Solbridge, a partnership between Beijing Foreign Studies University (BFSU), and Solbridge International School of Business, in Beijing. I taught Chinese Culture and Business Ettiquette, Cross-cultural Communications, International Business, Business Communications, Multinational Corporations, and Project Management.

University of South Florida – USA (2004 to present)

As an Adjunct professor, I designed and taught Project Management, and TQM, in the Masters of Industrial Engineering program in simultaneous classroom, broadcast, podcast mode. Program was video broadcast concurrently with a classroom group. I also developed an online masters level course in International Project Management.

University of Upper Iowa – Hong Kong (2009)

As an Adjunct Professor, I designed and taught courses in Economics of International Business, Business Law I, and Labor Relations at the Raffles Campus of Upper Iowa University in Hong Kong.

St. Petersburg College – USA (1996 to present)

As an Adjunct professor, I have developed and taught courses for a number of courses at St. Petersburg College. Early on I developed and taught continuing education courses including Risk Management, Dispute Resolution, and Project Management. Beginning in 2001 I helped in the development of a new four year Technology Management Program, and later in the development of a new four year International Business Program. Both of which are offered online and in classroom. The courses that I designed and teach included World Geography, Applied Project Management, Operations Management, Managing Cultural Diversity, and International Business. I have also taught courses in Human Resource Management, and Management and Leadership. I have served on the review panel for capstone projects since 2002.

DeVry University - USA (2005)

As an Adjunct Professor, I taught online courses in Project Management.

CORPORATE EDUCATION

Evaluation metrics for corporate education are kept diligently. I retained them for the first few years, but then stopped because of the bulk of paper, and the consistency of the feedback. I can attest that the average ranking has consistently been in the 95% range for all of the work I have done.

International Institute for Learning – Global (2003 to Present)

As a Senior Consultant, I lead classroom and online courses, globally. I have provided training for employees in hundreds of companies in the US, UK, Canada, Trinidad & Tobago, Brazil, Mexico, Russia, Switzerland, Germany, Poland, Finland, Korea, UAE, India, Singapore, Turkey, Indonesia, Malaysia, Australia, Hong Kong, and China. I have also prepared a number of proposals for specialized corporate training, and corporate PMO maturity assessment in a number of countries. A sample of the companies that I have lead include:

- Accenture, Alcatel-Lucent, American Express, Avon
- British Petroleum, Cisco Systems, Citi Bank, Deutsche Bank, USB
- DTE Energy, Earnst & Young, Federal Aviation Administration
- General Motors, John Hancock, Lilly & Company, McDonalds
- Motorola & Westinghouse, Marriott International, National Security Agency
- Nokia & Nokia Siemens Network, Raymond James, Rostneft, Schlumberge
- Shell Oil, US Army, Airforce, and Coast Guard, ZTE

I have lead most of the courses in the IIL portfolio, and a sample of some courses include:

- Project Management Professional (PMP) certification program, Leading Cross-cultural Virtual Teams (I designed this course)
- Portfolio management and Project Management Office
- Facilitation Skills for Business Analysts, Program Management, Project Management Fundamentals, PMP Required Preparatory Course, CAPM Preparatory Course, Requirements Management
- Project Risk Management & Advance Risk Management, Managing Multiple Projects, Project Management for IT Professionals, Agile Project Management
- Procurement Management & Advanced Procurement Management, Advanced Risk Management, Managing and Leading Projects Across Organizational Boundaries, Decisiveness & Problem Solving
- Building High Performance Project Teams, Conflict Resolution, Implementing Covey's 7 Habits, Effective Negotiating Skills for Project Managers, Decisiveness and Decision Making
- Results-Driven Strategic Thinking for Specialists, Contract Scope in International Projects, Earned Value Management Systems, Results Driven Strategic Thinking, Relationship Skills for

Project Managers.

Seminars & Speeches - Global (2001 to present)

I have provided continuing education including seminars in Turn-key Construction Strategies, Risk Management (SPC), Project Management, Tricks Traps and Ploys Used in Construction Scheduling (Lorman), Advanced Construction Project Management (SPC), Construction Management and Design-Build in Florida (Lorman), Education, Conflict Resolution, Cross-cultural Leadership, Cultural Diversity, and Negotiations.

My public speaking experience includes Cultural Knowledge and Communications for a PMICC Trinidad chapter meeting, keynote address for PMICC annual conference in Trinidad, guest speaker for the MBA program at NL Dalmia in India, keynote speaker for the IPMA Helsinki chapter meeting, and presentations for CIB (UN agency) in Dubai, and Cape Town, for an IPMA conference in Russia, and most recently for a CIB conference in Hong Kong on public private partnerships.

In fall of 2010 I gave a speech on Project Management Offices (PMO) for PMI in Beijing for their fall meeting. In Hong Kong I provided a short seminar on managing and working in virtual teams for USB. In Seoul I provided an informal seminar for the interdisciplinary studies program at Kyung Hee University on the confluence between globalization and technology. In Pusan I provided a seminar on international management for the United Nations.

Recently I provided a series of very successful cultural lectures onboard Celebrity Cruises of the Eastern Mediterranean, South America, the Baltic and the Western Mediterranean. I provided both destination and special interest speaking with audiences of between 20 and 1,200.

RESEARCH & PUBLICATIONS

Research

My ongoing research interests center on cross-cultural leadership, and interdisciplinary studies to explore the connections between it, business, economics, psychology, sociology, neurology, anthropology, physics, history, art, music, religion, and literature. My interests include cross-cultural conflict, ethics, globalization, Public Private Partnerships (PPP's), creativity, and topics related to global business. Initially I spent well over three years of intensive research in these areas, coupled with my 38 years of experience, and my efforts have continued unabated since the completion of my doctoral studies in 2006.

Books

I published my first two chapters of books in 2008. My first full book was devoted to cross-cultural leadership, the second full book was published in November 2009 and explores the relationship between culture, leadership, and global projects. My current book, with a co-author, is being considered by a major US publisher. The books are:

- 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 D. H. T. Walker (2008). Developing Communities of Practice for International Construction Organizations. Chapter on Enhancing Knowledge Management in Construction Organizations, A Practitioner Guide.
- Grisham, T. (2009). Cross-cultural Leadership XLQ. VDM Verlag. Germany. ISBN-10: 3639068688. ISBN-13: 978-3639068689.
- Grisham, T. (2009). International Project Management – Leadership in Complex Environments. Wiley. ISBN 978-0-470-57882-7
- Arroyo, A. and Grisham, T. (pending) Leading Extreme Projects: Strategy, Risk and Resilience in Practice
- Grisham, T. (pending) Inspiring the Desire to Follow: Leadership in a Multicultural Virtual World.
- Grisham, T. (pending) Stories

Papers (*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.
- * Srinivasan, 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. (2009). Leading Sustainability. World Review of Entrepreneurship Management and Sustainable Development. Inderscience Publications (WREMSD). Corporate Social Responsibility, Environmental Management and Business Competitiveness. Vol5, No.1
- * 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). 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. (2008). Do Like I Do. Projektitoiminta. Projektiyhdistys, XXXI, 2.
- Grisham, T. (2008). ДОКТОР ТОМАС ГРИШАМ. УПРАВЛЕНИЕ ПРОЕКТАМИ, 2008,2 (11)
- * 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 2 (1): 112-130
- *Grisham, T. and Srinivasan, P. (2009). PPP's as Temporary Project Organizations. CIB TG72 on PPP. Symposium Proceedings, University of Hong Kong.
- *Van Den Akker, J., Grisham, T. (unpublished) Songlines – An Alternative for Teaching Culture.
- *Grisham, T., Van Den Akker, J. (unpublished) Teaching Cross-cultural Leadership Online.

- Grisham, T (pending) Leading Cross-cultural Virtual Projects. PHEI China.
- *Grisham, T. (2011) Agile – Making It Work. www.AllPM.com
- *Grisham, T. (2011) A Marriage Made in Heaven. www.AllPM.com
- *Grisham, T. (2011) PM Choices. www.AllPm.com
- *Grisham, T. (2012) ADR: Philosophies & Culture. ASCE’s Journal of Legal Affairs and Dispute Resolution in Engineering & Construction
- Grisham, T. (2014) How to make waterfall projects more agile, GpmFirst, Gower electronic

CORPORATE EXPERIENCE

Grisham Consulting Incorporated - Global (2001 to present)

As President, our firm provides Consulting and Education services to organizations, globally. The services include mentoring and guidance on cross-cultural leadership, business, programs, alliances risk management, and dispute resolution. The services also include online, classroom, and webinars for Universities, corporate education, and public seminars. We also provide program management, 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 dredging projects. We have also been involved with the development of two new service companies that offered international project management services for automobile and telecommunications projects in Brazil, Chile, Haiti, Ireland, Ghana, USA, and India.

I continue to serve as an arbitrator on construction cases. Most recently on a large complex case involving claims in excess of US\$30 million.

Granite Professional & Technical Services (General Electric) - Global

(1999 to 2001) I served as Director, Project Administration for General Electric Japan Limited. My responsibility was to start, organize, develop, and lead a new trading company that assured US\$400 million of financing for a power project in India. The first, to my knowledge, of a US firm to operate in this way in Japan.

(1998 to 1999) I served as Site Representative for General Electric International for a US\$400 million power project in Thailand. Responsible for all in country and site activities.

(1996 to 1998) I served as Manager of Quality Programs for General Electric International Inc. on a US\$120 million power project in Saudi Arabia. Responsible for customer relationships.

Grisham Engineering - Global

(1995 to 1996) I provided 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. 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.

(1994) I provided consulting services to Pinnacle One for the U.S. Department of Justice on a US\$45 million prison project. Marketed consulting services internationally with emphasis placed on super bank power, transportation, and GIS projects in Turkey, Asia, and South America.

(1993) I provided expatriate expert services in Turkey for 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.

Triangle Consulting Group – Spain

(1990 to 1992) As Senior partner and co-founder of the Triangle Consulting Group, we provided consulting services to the Spanish government. The services included economic analysis, regional competitive analysis, development planning, marketing research, program management and specialized technical expert assistance for international competitive analysis. Projects under consideration were air hub, and urban transportation in various municipalities.

University of North Carolina at Chapel Hill - USA

(1987 to 1992) As Director of Special Projects, for the University of North Carolina at Chapel Hill, 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.

Grisham Engineering - USA

(1986 to 1987) I provided consulting services to Farella, Braun & Martel for a dispute on a US\$100 million industrial facility. The 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. I also provided consulting services to Fogel & Associates for the Miami International Airport expansion project. The 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 - USA

(1984 to 1986) As Area Manager, I was responsible for Program Management on a US\$1.2 billion urban interstate highway project in Ft. Lauderdale, Florida for the FDOT. My assigned area of the project, US\$400 Million, was the interchange of existing I95 with the new I595. Responsible for the management of all professional service and construction contracts, for preparation and adherence to program schedules and budgets, for QA/QC management, for coordination with state and local agencies, and for ADR between contractors, design professionals, professional service contractors, and FDOT.

(1981 to 1984) 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.

(1978 to 1981) 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 for a fully automated US\$100 million fast track cement plant project in Missouri.

(1976 to 1978) 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 - USA

(1973 to 1976) As Construction Coordinator, I was responsible for the management of the designer and contractors on a US\$14 million ferry terminal project, for inspection, testing, and start-up on a US\$5 million bus maintenance facility, and for maintenance design and engineering, and for various remodeling and expansion projects on the bridge itself.