
Dr. Thomas W. Grisham

EXPERTISE

- International Business, Program, Project, and Construction Management Consulting & Education
- International Partnering, Consortiums, and Alliances
- Sectors include power, infrastructure, transportation, education, commercial, communications, manufacturing, and business development
- Complex Enterprises in Multi-Cultural International Environments. Cross-cultural leadership. Experience in 56 countries, with expat assignments in Turkey, Saudi Arabia, Thailand, Japan, Korea, China, Hong Kong, and part-time in India, Spain, and the UK.
- Domestic and International dispute resolution & ADR



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 Advanced Arbitrator Training Programs
- Limited knowledge of Spanish, Turkish, Arabic, Thai, Chinese, and Japanese

ACADEMIC EDUCATION

SMC University

(2012 to present) Instructor for PhD, MBA, and BA courses. Currently I mentor PhD candidates for their dissertations, and am an instructor for PhD level courses in the Doctor of Management, Doctor of

Business Administration, Doctor of Political Economy, and Doctor of Finance departments. The courses include Project Management, Performance Management, Controlling and Performance, and Quantitative Research Methodology. The students are located across Africa, Europe, the Middle East, Asia, and the Americas.

Argosy University

(2011 to present) Adjunct professor in the BBA, MBA, and PhD programs online. I had an assignment 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(2011) Developed an online course for Leading Cross-cultural Projects based on an unpublished book manuscript.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

(2009 to 2011) Associate Professor in the BBA and MBA programs offered at the Daejeon campus in Korea. I teach 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

(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 Etiquette, Cross-cultural Communications, International Business, Business Communications, Multinational Corporations, and Project Management.

University of South Florida

(2004 to present) Adjunct professor. I designed and teach Project Management in the Masters of Industrial Engineering program. Program was video broadcast concurrently with a classroom group. I also teach TQM in the same program. I developed an online masters level course in International Project Management that is waiting on funding.

University of Upper Iowa

(2009) 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

(1996 to present) 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. My average student reviews were in the 95% rank.

DeVry University

(2005) Adjunct Professor for DeVry. I taught an online course in Project Management.

CORPORATE EDUCATION

International Institute for Learning

(2003 to Present) I am a Senior Consultant for the International Institute for Learning, and teach classroom and online courses globally. My average ranking from students is in the 95% range. I have provided training for employees of well over 100 companies in the US, UK, Canada, Trinidad & Tobago, Brazil, Mexico, Russia, Switzerland, Germany, Poland, Finland, UAE, India, Singapore, Turkey, Indonesia, Malaysia, Australia, Hong Kong, and China. A few of the largest companies include:

- Accenture
- Alcatel-Lucent
- American Express
- Avon
- British Petroleum
- Cisco Systems
- Citi Bank
- DTE Energy
- Deutsche Bank
- Earnst & Young
- Federal Aviation Administration (FAA).
- General Motors
- John Hancock
- Lilly & Company

- McDonalds
- Motorola
- Marriott International
- National Security Agency (NSA)
- Nokia & Nokia Siemens Network (NSN – China, Asia, Europe, Middle East)
- Raymond James
- Rostneft
- Schlumberge
- Shell Oil
- UBS
- US Army, Airforce, and Coast Guard
- Westinghouse
- ZTE

The courses have included Project Management Professional (PMP) certification program, Leading Cross-cultural Virtual Teams (I designed this course), 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, and Relationship Skills for Project Managers. I have also prepared a number of proposals for specialized corporate training, and corporate PMO maturity assessment in a number of countries.

Seminars & Speeches

(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.

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 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.

RESEARCH & PUBLICATIONS

Research

My ongoing research interests center on culture and on interdisciplinary studies. I am interested in the relation between culture leadership international business, program management, project management, and construction management. The focus of the research is on all aspects of culture and how it is a strategic asset in global markets. I spent well over three years of intensive research in these areas, and my efforts have continued unabated since the completion of my doctoral studies in 2006. I am also doing research on cross-cultural conflict, ethics, globalization, PPP's, creativity, and other topics related to global business and projects.

Books

I published my first two chapters of books in 2008. My first full book was devoted to cross-cultural leadership, second full book was published in November 2009 and explores the relationship between culture, leadership, and global projects. My fifth book is in manuscript format and I am in discussions with a Chinese firm to publish it. This book explores the issue of culture and business projects in a global environment. The books currently in print 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 Practioner Guide.
- Grisham, T. (2009). *Cross-cultural Leadership XLQ*. VDM Verlag. Germany. ISBN-10: 3639068688. ISBN-13: 978-3639068689.
- Grisham, T. (November 2009). *International Project Management – Leadership in Complex Environments*. Wiley. ISBN 978-0-470-57882-7

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, Wahroonga 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. (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

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- Grisham, T. (2008). Do Like I Do. Projektitoiminta. Projektivhdistys, 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.AIPM.com
- *Grisham, T. (2011) A Marriage Made in Heaven. www.AIPM.com
- *Grisham, T. (2011) PM Choices. www.AllPm.com
- *Grisham, T. (Pending) ADR: Philosophies & Culture. ASCE's Journal of Legal Affairs and Dispute Resolution in Engineering & Construction

CORPORATE EXPERIENCE

Grisham Consulting Inc.

2-01 to present. As President we provide International Business, Program, Project, and Construction Management consulting & education services. The services include international Partnering, Consortiums, and Alliances. 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. Also 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.

Also, 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 (Subsidiary of General Electric)

2-99 to 2-01 - Director, Project Administration for General Electric Japan Limited. Responsible for a trading company that provided \$400 million financing for a power project in India.

3-98 to 1-99 - Site Representative for General Electric International Inc. for a \$400 million power project in Thailand.

12-96 to 2-98 – Manager of Quality Programs for General Electric International Inc. on a \$120 million power project in Saudi Arabia.

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. 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.

1-94 to 12-94 - Provided expert services to Pinnacle One for the U.S. Department of Justice on a \$45 million prison project. Marketed expert consulting services internationally with emphasis placed on super bank power, transportation, and GIS projects in Turkey, Asia, and South America.

1-93 to 9-93 - 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

10-90 to 12-92 - 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 international competitive analysis. Projects were transportation, air hub and bus, in Spain.

University of North Carolina at Chapel Hill

4-87 to 12-92 - Director of Special Projects, for the University of North Carolina at Chapel Hill. 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

1-86 to 3-87 – Provided expert services 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. Provided expert services 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 - Area Manager 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.

5-81 to 5-84 - Contracts Manager 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.

4-78 to 4-81 - Construction Engineer 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.

8-76 to 3-78 - Field Engineer 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

1973 to 7-76 - Golden Gate Bridge, Highway & Transportation District. Construction Coordinator responsible for the management of the designer and contractors on a US\$14 million ferry terminal project. Responsible for inspection, testing, and start-up on a US\$5 million bus maintenance facility.

Responsible for maintenance design and engineering, and for various remodeling and expansion projects on the bridge itself.