



Shared Voyage: Learning and Unlearning from Remarkable Projects: The NASA History Series

Dr. Alexander Laufer, Todd Post, Dr. Edward J Hoffman

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Shared Voyage is about four remarkable projects: the Advanced Composition Explorer (NASA), the Joint Air-to-Surface Standoff Missile (U.S. Air Force), the Pathfinder Solar-Powered Airplane (NASA), and the Advanced Medium Range Airto-Air Missile (U.S. Air Force). Each project is presented as a case study comprised of stories collected from key members of the project teams. The stories found in the book are included with the purpose of providing an effective learning source for project management, encouraging the unlearning of outdated project management concepts, and enhancing awareness of the contexts surrounding different projects. Significantly different from project concepts found in most project management literature, Shared Voyage highlights concepts like a will to win, a results-oriented focus, and collaboration through trust. All four project teams researched in this study applied similar concepts; however, they applied them differently, tailoring them to fit the context of their own particular projects. It is clear that the “one best way” approach—which is still the prevailing paradigm in project management literature—should be replaced by a new paradigm: Even though general project management principles exist, their successful application depends on the specifics of the situation.

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