

Welcome to the March 2023 PMWJ¹

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PMWJ Managing Editor

Welcome to the March 2023 edition of the PM World Journal, the 127th monthly edition. This month's PMWJ is another diverse and interesting edition, with 33 new works by 34 different authors representing 17 different countries. The new editions this month bring our totals to 4,578 works by 1,811 different authors representing 90+ different countries published in the PMWJ to date and archived in the PM World Library.

Eggs in baskets: The importance of backups!

One of my favorite egg proverbs is “don't put all of your eggs in one basket!” I'm afraid we've put that old adage to good use again this month, as the PM World Library suffered a crash a week ago. We've been trying to fully recover ever since, without complete success (there seems to be an uncooperative database table). We have the library database backed up (saved) multiple times per week, so we don't think we've lost many files. But the 'restore' has not been successful yet; not all features and functionality have yet been recovered. So if you have visited the library lately or tried to reregister, please try again in a few days.

Fortunately, the PMWJ website was not affected. Although I normally first post all articles and papers in the PMWL during the monthly production, this month I posted everything on the PMWJ site so that the March edition could go ahead. So if you click on a title to read the full article or paper this month, you will notice a PMWJ url in the file name. When the library is fully restored, we will post the March contents in the library as we normally do, along with new author profiles.

Once again I have been reminded of the importance of redundancy, backups and data security. I've also been reminded of the pain in the ass that managing a website can be. My wife says, “you need to retire”. “Maybe soon,” I respond. “When I get older losing my hair, many years from now... when I'm sixty-four...”

Now, this month in the Journal

Two **Interviews** are included this month, by PMWJ correspondents **Ipek Sahra Ozguler** in Istanbul and **Yasmina Khelifi** in Paris. Ipek's interview is with **Gary Scarf**, Leader of North American Client Engagement at PMI. Yasmina has interviewed **Brigitte Schaden**, the one and only former female president and Chair of IPMA and one of the best known women leaders in the project management professional world. Both interviews are interesting, so please take a look.

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Three **Featured Papers** are included this month, all by frequent PMWJ contributors. **Pat Weaver** in Brisbane is back with another look at PM from a historical perspective, this one titled “Earned Schedule – the First 20 Years”. Earned Schedule, an extension to Earned Value Management (EVM) has proven more useful and resilient than many expected. **Alan Stretton** has authored another important paper titled “Some notes on roles of internal and external project management customers in the “back end” of projects”. Alan continues to consider mostly overlooked or ignored topics related to program and project management. **Dr. Paul Giammalvo** in Jakarta is back with the latest report on his ongoing study of PM credentials around the world with “Project Management Certification Benchmarking Research: 2023 Update”. Please consider downloading and studying these papers.

I am happy to showcase eight **Series Articles** this month, by authors in seven countries. **Dr. Deepa Bhide** in India has authored the second in her series on “Healthcare and Project Management”, subtitled this month “Universe of Projects”. **Dr. Stanislaw Gasik** in Poland has authored “Public Policies and Policy Programs” an enlightening new article in his series “Let’s Talk About Public Projects.” **Henny Portman** in The Netherlands has contributed “Agile and testing”, the latest in his series titled “Sensemaking in the Agile Forest”. **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the U.S. have authored “Building Program and Project Management Muscles: The Key to Excellent Operating Models”, the latest in their “Great Project Management Accelerator” series. **Oliver Lehmann** in Germany has authored “Project Business between Transparency and Corruption”, another important new article in his “Project Business Management” series. **Martin Hopkinson’s** latest contribution in his “Practical Project Risk Management” series is “Risk Classification Criteria Tables: a brief guide”. **Jeff Oltmann** in Oregon, USA is the author of a new article in his “Quick Tips for Team Leaders” series titled ‘Taking Action: Decision Grid + Pick Chart.’ **Yasmina Khelifi** in France has authored “Put People First” in her series on “Making a Modern Project Manager”. Don’t miss the latest from these expert contributors to the PMWJ.

One **Advisory Article** is included this month, “Improve Your Negotiation Skills NOW” by **Mahmoud Desouky** in Doha, Qatar. This article came to us courtesy of PM South Africa, for whom Mr. Desouky made a presentation on this topic at PMSA’s 2022 national conference in November.

Three excellent **Commentary Articles** are included this month. **Dr. Ken Smith** in Manila has authored “EARNED VALUE ALERT! Are You Doing it Right, Wrong or At All?” Ken expresses dismay at having recently discovered that so many PM experts and teachers appear to be promoting erroneous applications of EVM. Based on my own experience, Ken is correct. Please read his article and join the debate. Speaking of debate, **Dr. Chima Okereke’s** article this month takes on the all-important topic of corruption in his article “Project management as a tool for eradication of institutionalised national corruption by a servant leader.” **Dr. Ricardo Viana Vargas**, recently appointed honorary global advisor for the PMWJ and newly minted PMI Fellow, has share his article titled “Marketing is killing EG. Here’s how we can save it.” His article first appeared as a London School of Economics blog last month; we are happy to republish it here.

Seven **Reports** are included this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as infrastructure, BREXIT, AI, rewilding projects and more. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and several major projects (or programs in some eyes): The big Olkiluoto 3 nuclear power plant project, Helsinki's Länsimetro extension, the Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects. **Mauricio Lopez** in Sao Paulo has reported on the main challenges for the new government in Brazil. **Alessandro Quagliari** in Rome has provided a new update on activities of various PM association around Italy, including three PMI chapters, IPMA Italy and ISIPM. **Alfonso Bucero** in Madrid has authored a short report on "Spanish companies demand certified project managers", an interview with professional recruiter **Eva Santos**. **Lindsay Scott** has provided an "Update from the House of PMO" in the UK. **Sri Sudharshan M**, newly appointed Communications Director for the PMO Global Alliance India Hub, has authored his first PMWJ report, covering their recent "PMO India Conference and Awards", complete with some great photos. Support our reporters; read their short reports this month.

Four older papers are included in **Second Editions** category this month. "Cognitive Readiness in Disruptive Times (CrinDT)" by **Ivano Di Filippo** (Italy), **Rebecca Winston** (USA) and **Jesus Martinez Almela** (Spain) was originally presented at the 9th IPMA Research Conference in China in 2019. "Moscow Rules: A quantitative exposé" by **Dr. Eduardo Miranda** at Carnegie Melon University in Pittsburgh was originally presented at the 23rd International Conference on Agile Software Development, XP 2022: Agile Processes in Software Engineering and Extreme Programming in Copenhagen, Denmark in 2022. "Classifying program/project customers/clients" by **Alan Stretton** was originally published in the PM World Today eJournal in July 2009. This paper is being republished to coincide with his featured paper this month on the same topic, so it is available as a reference. The final older paper is one by me also originally published in PM World Today (March 2010) on the topic of "What Motivates your Project Team? What you think might just be Wrong!" I hope you find it interesting.

A whopping five **Book Reviews** are included this month, by four reviewers in Texas and one in Maryland, USA. **Brenda Kwateng** has reviewed "Agile Beyond IT; How to develop agility in project management in any sector" by Adrian Payne. **Stephen Fierbaugh** has reviewed "Earned Benefit Program Management: Aligning, Realizing and Sustaining Strategy" by Crispin "Kik" Piney. **Kevin Darbelnet** has reviewed "Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work" by Heidi Gardner and Ivan Matviak. **Phoebe Were** has reviewed "The Silver Lining or Project Uncertainties" by Thomas G. Lecher, Ting Gao and Barbara Edington. **Maria Davies** has reviewed "Mindful Project Management: Resilient Performance beyond the Risk Horizon" by Elmar Kutsch and Mark Hall. We can learn a lot from good book reviews.

A few **Recent News** articles related to project management and PM World are also included. I hope you find this month's edition interesting or useful,

and have a good month!

About the Author



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David L. Pells, PMI Fellow, HonFAPM, ISIPM, PMA is Managing Editor and publisher of the **PM World Journal** (www.pmworldjournal.com) and Managing Director of the PM World Library (www.pmworldlibrary.net). David is an internationally recognized leader in the field of professional project management with more than 40 years of experience on a variety of programs and projects, including engineering, construction, energy, defense, transit, technology and nuclear security, and project sizes ranging from thousands to billions of dollars. He occasionally acts as project management advisor for U.S. national laboratories and international programs, and currently serves as an independent advisor for a major U.S. national security program.

David Pells has been an active professional leader in the United States since the 1980s, as founder and president of several PMI chapters, founder of PMI's first SIG (Project Earth), and member of the PMI board of directors twice. He was founder and chair of the Global Project Management Forum (1995-2000), an annual meeting of leaders of PM associations from around the world. David was awarded PMI's Person of the Year award in 1998 and Fellow Award, PMI's highest honor, in 1999. He is also an Honorary Fellow of the Association for Project Management (APM) in the UK; the Instituto Italiano di Project Management (ISIMP) in Italy; and Project Management Associates (PMA) in India.

Former managing editor of *PM World Today*, he is the creator, editor and publisher of the *PM World Journal* (ISSN: 2330-4880). David has a BA in Business Administration from the University of Washington and an MBA from Idaho State University in the USA. He has published widely and spoken at conferences and events worldwide. David lives near Dallas, Texas and can be contacted at editor@pmworldjournal.com.

To see other works by David Pells, visit his author showcase in the PM World Library at <http://pmworldlibrary.net/authors/david-l-pells/>