

Welcome to the April 2023 PMWJ¹

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PMWJ Managing Editor

Welcome to the April 2023 edition of the PM World Journal, the 128th monthly edition. This month's PMWJ is another diverse and interesting edition, with 39 new works by 46 different authors representing 18 different countries. The new additions this month bring our totals to 4,618 works by 1,824 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Introductory comments

This is one of our largest issues in many months, with a lot of both new and previous authors contributing new works. But wouldn't you know it, this comes as our technical issues have continued. As I reported last month, the PM World Library website crashed when we had to migrate it to a dedicated server with larger database capacity last month. The conversion problems have continued as we've lost some functionality on the library site including posting of breaking news. In addition, our registration process stopped working last Tuesday. I sincerely apologize to those of you who might have tried to register in the library recently.

In addition, I've had to again revert to producing the PMWJ using only the journal website. Normally I post the PDF's of all new works each month in the PM World Library, then link the summaries in the PMWJ to the files in the library. This avoids having to post them on both the journal and library sites each month. This month I again had to post everything on the journal website; the effect will be transparent to you all but is more time consuming and a bit of a headache for me.

And to personalize this even more, my wife and I are leaving tomorrow for a four-day trip to visit family some 500 miles away. So I've had to burn the candles this week to both deal with technical issues and get this edition out the door. I hope there are not too many errors; if so, they will be corrected as soon as possible. It may also be Tuesday before I can send the table of contents out to everyone as I try to do each month. In any case, thank you for your patience and continued support.

Now, this month in the journal

This is indeed a full issue, with some very interesting content and many new authors.

We begin with one **Letter to the Editor** from **Dr. Ken Smith** in Manila. Ken has become one of our most avid readers and contributors over the last year, with regular valuable

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articles and references to his decades in the PM field. This month he reacts to **Pat Weaver**'s excellent paper last month on the history of Earned Schedule.

One new **Interview** is included this month. **Yasmina Khelifi** in Paris has interviewed **Carol Martinez**, PMI's Global Community Engagement Manager. We have published a number of interesting interviews with PMI executives over the years, with something to learn each time. This one is no exception, so please read this short but lively interview.

Six excellent **Featured Papers** are included this month, by authors in five different countries. Professors **Brane Semolic** in Slovenia and **Pieter Steyn** in South Africa have co-authored another future-oriented technical paper titled "Management and Leadership of Complex Collaborative Digitalization Projects and Programs." **Dr. Ali Jaafari** in Australia has authored "It is Time to Shift to Integrated Business and Project Management", drawing on his two recently published textbooks on this big topic. Longtime global advisor and contributing author **Alan Stretton** in Sydney has authored another important paper with historical implications titled "An aggregation of some general management and associated antecedents of modern project management." **Marianna Spezie** and **Damiano Bragantini** in Verona, Italy are the authors another somewhat technical paper titled "The Development of a Task Management Software (TMS): A bridge between Project Management sub-activities (especially in multi-project context) and 'ordinary' assignments to follow." **Pat Weaver** in Melbourne has authored a very useful new paper titled "Assessing Delay – the SCL Options." And **Dr. Paul Giammalvo** in Jakarta has jumped back into the EVM fray with "Applied Earned Value Management Based on 'Cost Engineering Principles' with Practical Case Studies for Validation Purposes." Please take the time to check out these serious new works.

Five **Series Articles** are included by authors in five different countries. **Henny Portman** in The Netherlands has contributed "Kanban in a nutshell", the latest in his series titled "Sensemaking in the Agile Forest". **Dr. Deepa Bhide** in India has authored "Understanding and Managing Shortages in the Healthcare Industry", the third in her important series on "Healthcare and Project Management." **Dr. Stanislaw Gasik** in Poland has authored "Who defines public policies and policy programs", the fourth in his important series on "Let's Talk About Public Projects". **Martin Hopkinson** in UK is back with another article titled "Risk Registers: A brief guide" in his Practical Risk Management" series. And **Jeff Oltmann** in the U.S. state of Oregon has provided "Taking Action: Multivoting + Fist-to-Five + SBAR", the final article in his series on "Quick Tips for Team Leaders". These authors all know what they're talking (and writing) about so please consider reading their latest offerings if you are at all interested in the subjects.

Four **Advisory Articles** are included this month, including works by three new authors. **Thomas Schlereth** in Germany has authored "Machines don't know any sensitivities: Objective resource management." **Keith Tinasha Katyora** in South Africa has authored "Inside the mind of a toddler: Using storytelling for impactful project success." **Glen Alleman**, well-known American project management expert, has provided his first article for PMWJ publication, "5 Immutable Principles of Project Success." To top off this category this month, **Martin Price** in the UK has authored a nice leadership article titled "Collective Resolve – Conduct that tackles failures of productivity and growth."

One **Commentary Article** is included this month, another contribution from an author in South Africa based on her presentation last November for the PMSA national conference. The article titled “The Futurist Project Manager” is by South African futurist **Charlotte Kemp**. This one is fun to read, as well as highly relevant.

A very special **Personal Story** is included this month, perhaps one of the most significant articles that we have published to date. And this isn't a story about something that happened long ago, it's a story unfolding in real time. In his article titled “My Final Project, Though hopefully not my ‘Last Post’”, **Ken Smith** has shared his end-of-life plans with the world. Are any of us really prepared for the many issues associated with our final days? Well, Dr. Smith has made it easier for many to do so, by applying some basic project planning. I am 72+ myself, so I think about these things. How many of you are fully prepared for your final project? If this doesn't convince you to keep reading the PMWJ, nothing will! Thank you, Ken!

A whopping nine **Reports** are included this month. The reports begin with **Peter Banda's** update from Harare, Zimbabwe, a short news item about the launch of a 300MW Thermal Power Project, a very big deal in his country. Correspondent **Obi Omoregie** in Abu Dhabi has authored his first report, a good one titled “A Mega Conference in View: The 2023 Dubai International Project Management Forum”. Correspondent **Antonio Bassi** in Lugano, Switzerland has provided a report about the “Project Management Competence Center at the University of Applied Sciences and Arts of Southern Switzerland (SUPSI)”. **Lindsay Scott** in the UK is back with another interesting “Update from the House of PMO”, covering three PMO-related developments.

Dr. Jouko Vaskimo is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and five major projects (or programs in some eyes): The big Olkiluoto 3 nuclear power plant project (now completed), Helsinki's Länsimetro extension, the Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects (definitely a program of multiple new bridges in and around Helsinki). These are fascinating mega-projects to read about each month. **Dr. Deepa Bhide** in India and **Yasmina Khelifi** in France, regular PMWJ contributors in other categories, met last month at the PMI Global Volunteer Summit 2023 in Madrid. They decided to author a report about the event which is included this month. We're glad they did. If you're a PMI member or just curious, you'll find it interesting.

Alfonso Bucero in Madrid has authored a short report on “PMI held an event and its Annual Assembly”, covering the transition to new leaders at the PMI Madrid Chapter. **Sri Sudharshan.M** in India has provided an update from the PMO Global Alliance India Hub about their recent meeting of Lead Volunteers. **Miles Shepherd** in Salisbury, England caps the reports category with another entertaining and newsy report covering such topics as BREXIT, carbon capture, the Hornsea wind farm, a tale of 110 trees, Scottish Osprey and more. Reports are not only interesting and educational, they are also often entertaining. I look forward to these updates from PMWJ correspondents and others around the world each month. I'm sure some of you do too.

Second Editions are previously published papers that have continued relevance in today's project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. Three such works are included this month. "Need for Holistic Application of Cognitive Readiness for Project Value Creation: Complete Leadership for Project Team Success" by **Ivano Di Filippo** (Italy), **Rebecca Winston** (USA) and **Jesus Martinez Almela** (Spain) was originally presented at the 10th IPMA Research Conference: Value Co-Creation in the Project Society, June 2022 in Belgrade, Serbia. From Agile software development to management agility: The way forward" by **Prof Darren Dalcher** in the UK revisits an article first published as an invited contribution in the Cutter IT Journal in the United States in 2008. "Back to the Future: Projects & Project Management to Meet Basic Human & Social Needs or Malthus and Maslow Revisited!" was an editorial that I wrote and originally published in PM World Today in November 2009. As the PM professional world begins to pay more attention to crises and various "black elephants" around the world, I thought I would share some of these old thoughts with a few more readers this month. I hope it brings a little more attention to some of these global social issues.

Seven **Book Reviews** are included this month, as our book review program with the PMI Dallas Chapter has really ramped up this year. In addition to books received from publishers, I donated around 100 PM books from my personal library to this book review program some months ago. Some of those books are now coming home as reviews. And even though some of the books are dated, most are excellent books deserving of new visibility so I'm happy to see they are being appreciated by these local PM professionals this month. Dallas area reviewers include **Kristyn Popejoy**, **Tracy Gilmore**, **Shauna Skolnick**, **Low Daniels** and **Richard Fisher**. The seventh book reviewer is **Joseph Dziurman** in Maryland who actually got his book for review from **Ed Raibick**, book review director for the PMI Dallas chapter. And as I've stated before, our book reviews are not about promoting the books but rather creating a little new knowledge based on the experiences and perspectives of the reviewers. The process is working rather well, I think.

A few **Recent News** articles related to project management and PM World are also included. We will add more as the month progresses, so check back periodically.

Thank you to all of our authors, correspondents and contributors this month. I hope you find this month's edition interesting or useful, and if you ever miss an edition, just find it in the Archives. The full archives actually go all the way back to 2012.

Good luck with your projects, and

Have a great 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.peworldjournal.com) and Managing Director of the PM World Library (www.peworldlibrary.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@peworldjournal.com.

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