

Welcome to the August 2025 PMWJ ¹

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PMWJ Managing Editor

Welcome to the August 2025 edition of the PM World Journal (PMWJ), our 155th monthly and 13th annual anniversary edition. This month's PMWJ is another diverse and interesting edition, with 32 new works by 39 different authors representing 17 different countries. The new additions this month bring our totals to 5,556 works by 2,144 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Introduction + New Developments

As those of you who read my welcome articles have noticed, I use this opportunity to mention new developments related to the PMWJ or library. Last month it was our launch of peer reviews for research papers by academic researchers and professionals who want or need such feedback. We are quickly learning that peer reviews are serious, entail a lot of work to both perform and coordinate the reviews, and can be frustrating for everyone if they result in multiple revisions and reviews, as several have. Thank goodness **Dr. Miles Shepherd** is leading and facilitating the peer review process for us. See our new [Editorial Peer Review Panel here](#). We can still use a few more reviewers, so if you have gained your doctoral or PhD degree, have experience reviewing academic papers and have an interest, please let us know.

The introduction of peer reviews has forced us to review and update our publishing policies and processes, as well as author guidelines. Most of that work has been done, so if you are an author or potential author, please take a look at the following new webpages on the PMWJ website:

Under the ABOUT tab: [What We Publish](#), [How We Publish](#) and [Ethics and Fairness](#).

Under the AUTHORS tab: [General Author Guidelines](#) and [Before You Submit](#).

Several others are still to be updated and/or created, including Copyright and Open Source, Data Protection and Privacy, and Use of Artificial Intelligence (AI). New policies and guidelines related to AI may be of most immediate interest, since we are already seeing many submissions for which AI has been used for one purpose or another. Some aspects are already included in our Ethics and Author Guidelines policies, but AI is a big subject and its use is growing rapidly. It's also not so simple. We will have all policy and guidelines pages updated and live on the PMWJ website this month, so please check periodically if interested. We are upping the game as the world's first truly hybrid journal for program and project management, and perhaps, the most international.

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One final important point regarding new policies and processes. All works submitted for possible publication in the PMWJ are now subject to potential plagiarism and AI checks (see our new [Ethics and Fairness](#) guidance). All works must also be submitted in our standard format, and all authors must sign an Author Agreement to cover copyright, posting in the PM World Library, free downloading by readers and other topics. This is all intended to speed up the editing, review and publishing processes as our volume grows.

We have also welcomed two new Honorary Global Advisors in recent weeks, including the globally renowned professor **Dr. Lynn Crawford**, Life Fellow of AIPM, Hon Fellow of APM and IPMA, award-winning author of multiple studies, papers and books about project management, who is based in Australia, and PMI Fellow and former Chair **Deanna Landers**, founder of Project Managers Without Borders, who is based in the United States. To see their profiles, [click here](#).

Now, here is my take on this month's contents.

This Month in the PMWJ

One **Letter to the Editor** is included in this edition on the topic of "End of an Era + AI Alert" from **Dr. Ken Smith** in Manila. As one of the oldest and most experienced project management practitioners in the world, Ken has been sharing his experience and advice with PMWJ readers for the past few years. In his mid-90s now, maybe he's slowing down, which is too bad because his articles are full of history, knowledge and good advice, as well as often entertaining. Thank you, Ken.

One **Interview** is included this month, actually a collection of interviews by **Aina Allieva** in Ontario, Canada. Aina has provided part 5 of her interviews with co-authors of the recently published book, *The Evolution of the PMO: The Rise of the Chief Project Officer*. Her interviewees this month include **Farahana Jobanputra, Abdelhalim Hafed, Anara Asylbekova, Saad A. AlShayiah and Mohammad Ali Shalan**. Through this series of interviews with PMO experts in various countries, Aina continues to produce some very interesting views and scenarios related to PMOs. Check out these interesting interviews.

One **Peer Reviewed Paper** is included again this month. "Bridging the Gap: Aligning Waterfall and Agile Methodologies in Hybrid Project Environments" is by **Dr. Steve Ford, Dr. Jay Hanan, Kelly Benson and Sarah Ford** in Colorado, USA. Their paper was the second to pass our new peer review process. We still have five papers under review, so I expect to have multiple papers to publish in this new category in coming months. In any case, our peer review process is working with reviewers taking their work seriously and, frankly, I'm starting to feel like a more serious publisher. Keep in mind though that all works published in the PMWJ must have some practical value, even academic research papers, so we haven't lost that focus.

Nine **Featured Papers** are included this month, by 12 authors in seven different countries. These serious, fully-referenced papers are a mix of academic and professional research, by professors, graduate students and senior project management practitioners. The topics are related to program and project management, either directly or indirectly,

and are original. Rather than mention all of the titles and authors, I can say that these are substantial works representing many hours of research and writing. So please review the titles and summaries and read one or two. Several are related to specific industries or project types, but some are quite general and should be of interest to many of you.

Four **Series Articles** are included by returning authors in four different countries, all are recognized experts on the topics of their series. **Dr. Stanislaw Gasik** in Poland has authored the next in his series on “Let’s Talk About Public Projects”, this month’s article titled “Did the project help achieve policy objectives? Evaluation of public projects”. **Oliver Lehmann** in Germany has authored the second part (following last month’s article) of his Project Business Management series titled “Artificial Intelligence (AI) in Project Business, Part II: The Customer Side”. **Dr. Hugo Minney** in the UK has contributed “Integrating Sustainability Pillars: A Holistic Approach to Project Management” in his series on “Sustainability and Regeneration in Projects.” **Dr. Darci Prado** in Brazil continues his series on “Lessons Learned from the PMMM Research”, this month’s article titled “Maturity Evolution: Only a few get there.” Don’t miss reading our series articles, which are always informative and often enlightening.

Four **Advisory Articles** are included this month. **Bob Prieto**, senior American construction industry executive who has authored multiple featured papers for the PMWJ over the years, has created a set of articles based on recent PM training provided to a major organization in the Middle East. This first article is titled “Foundations of Project Success: Part 1 – Comprehensive Planning.” Parts 2 & 3 will appear in future editions. **Tasiyana Siavhundu** in Harare, Zimbabwe, has authored “The 15 Cs of Effective Communication”, which I found very well written and potentially useful to many. **Yogi Schulz**, frequent contributor to the PMWJ in Canada, has contributed “How AI can help project managers improve project performance, Part 1.” **Dr. Harold Kerzner** and **Dr. Al Zeitoun**, who are both Hon Global Advisors for the PMWJ, are back with “Successful PM Standards Implementation.” These are all well-written articles that should be useful to some of you.

One **Commentary Article** is included this month, by **Dr. Paul D. Giammalvo** in Indonesia. “Earned Value Management: The Truth, the Whole Truth and Nothing but the Truth (Part One)” contains Paul’s well researched and strongly held position on the use of EVM on government and other large projects in the USA and elsewhere. It seems that the usefulness of EVM has been widely proven; however, the way that it is implemented (and required on many public programs) is now being widely, and sometimes hotly, debated.

Four of our most active International Correspondents have contributed **Reports** this month. **Yamanta Raj Niroula** in Kathmandu has contributed a deep report on “Nepal’s Hydropower Landscape: Strengths, Vulnerabilities, and Growth” that is very interesting for everyone but should be of widespread interest in his part of the world. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering project-related developments in his groupings of Good News, Not So Good News, Other Project News and some bits about birds. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and

the Kruunusillat [Crown Bridges] projects (multiple new bridges in and around Helsinki). **Alfonso Bucero** in Madrid has provided an interesting “Briefing: Results of Research on Executive Training on Project Sponsorship”, based on his recent research project on the topic. His results might have been expected, but now he has some data so take a look if you have some upward coaching or educating to do in your organization.

In the **Second Editions** section, three papers from the May 2025 17th Annual UT Dallas PM Symposium are included this month. Those include the following by Dallas-area professionals: “Keep Calm: Lessons Learned from delivering complex projects in ambiguity and chaos” by **Tonica Griffin**; “Leveraging AI for Cost-Effective Portfolio Management in Higher Education” by **Sarah Sage**; and “GenAI in Action: Lessons from an EPMO’s Experimental Journey” by **Greg Saunders**. A fourth paper is “Developing a New Project Management Framework with AI, Blockchain, and Digital Twin Integration” by **Antonio Bassi** in Lugano, Switzerland, a paper that he originally presented at the 20th International Forum on Knowledge Asset Dynamics, University of Naples Federico II, Naples, Italy, 2-4 July 2025.

Three **Book Reviews** are included this month, by PMI Dallas chapter members **Anju Saksena**, **Ye Larsson** and **Jeff Hutchinson**. We have a long-running and quite popular book review program established with the PMI Dallas Chapter whereby I receive books from authors and publishers, I deliver them to the PMID book review program director, he gives them away to PMI member who commit to reviewing the book and authoring a book review in our standard format. On publication, the reviewers can claim professional development units (PDUs) for recertification purposes from PMI. We also publish book reviews to others around the world so if you have obtained or read a good PM book recently, please consider sending a review for us to publish. If you need a template, just ask. This program has proven to be a win-win-win-win-win program, benefitting book reviewers, book authors, publishers, the PMI Dallas Chapter and the PMWJ.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the article introducing our new Hon Global Advisor Deana Landers.

I hope you find this month’s edition interesting or useful, 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.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 recently acted as a program management advisor for a major U.S. national nuclear 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/>