

## Welcome to the January 2026 PMWJ <sup>1</sup>

**David L. Pells**  
PMWJ Managing Editor

Welcome to the January 2026 edition of the PM World Journal (PMWJ), our 160<sup>th</sup> monthly edition. This month's PMWJ is another diverse and interesting edition, with 33 new works by 47 different authors representing 16 different countries. The new editions this month bring our totals to 5,730 works by 2,217 different authors representing 90+ countries published in the PMWJ to date and soon to be archived in the PM World Library.

### This month in the Journal

One **Interview** is included this month, courtesy of PMWJ correspondent **Aina Aliieva** in Toronto, Canada. Her interview this month is with **Massimoluigi Casinelli**, an Italian expert in planning and control for large scale engineering, construction and infrastructure projects. The primary topic of this interview is what Massimoluigi calls “float mapping”, a method for monitoring float and critical activities for project schedule management. If you are involved with large construction projects or in the project controls field, check out this interesting interview.

Two **Peer Reviewed Papers** were approved for publication this month, both by academic researchers in Nigeria. **Innocent Franklin Makata**, **Prof Ifeanyi Fidelis Emoh** and **Prof Chinelo Priscilla Igwe** have authored “A Comparative Assessment of Urban Infrastructural Variables on Commercial Property Rental Values in South-East Nigeria.” The second paper titled “An Assessment of the Roles and Challenges of Quantity Surveyors in Steel Fabrication Projects within the Oil and Gas Sector in Nigeria”, is by **Godson Kelechi**, who has authored previous works in the PMWJ. While the topics of these papers might seem quite peripheral to project management in American and European companies, they are highly relevant in Nigeria and similar developing economies, and therefore we think worth supporting.

Nine **Featured Papers** are included this month, by authors in seven different countries. These good papers are a mix of academic and professional research, by professors, graduate students and very senior project management practitioners. The papers are all directly related to program and project management. Some address well established topics, while several this month are noticeably unique. Rather than mention all of the titles and authors, I can say that these are substantial works representing many hours of research and writing. Of particular note, however, please see the new papers on “Quantum Project Management” by **Bob Prieto** and “The Crisis of Knowledge and the Knowledge of Crisis” by **Prof. M. F. Haraka**. At any rate, please review the titles and summaries and read one or two of these well-written and researched featured papers.

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One **Student Paper** is included this month. “Implementing Ontario Construction Safety Laws: A Case-Based Framework for Project Managers” is by **Ms. Ayesha Faisal**, a graduate student in the project management program in the College of Professional Studies at Northeastern University in Ontario, Canada. We would like to publish more student papers in the PMWJ, so if you are in a graduate PM program at a major university anywhere in the world, or teaching in such a program, please consider submitting a manuscript or promoting publication in the PMWJ. Over the years we have found student papers to always be well written and on very interesting, and often new, topics or perspectives. This is especially true of papers or students sponsored by a professor. The paper this month by Ayesha is a good example.

Four **Series Articles** are included by nine authors in seven countries, all of whom are well known experts in the PM field. **Dr. Stanislaw Gasik** in Poland has authored the next in his series on “Let’s Talk About Public Projects”; this month’s article is titled “PMBOK® and Public Administration” in which he again points out some shortfalls of well-known and widely-accepted PM standards when applied to public programs, projects and organizations. **Dr. Hugo Minney** in UK is back with “Projects as catalysts for local prosperity” in his series on “Sustainability and Regeneration in Projects.” **Antonio Nieto-Rodriguez** has contributed a second article in his “Reinventing Project Management” series, this one titled “The Project-Driven Organization: Beyond Agile.” We also include the first article in a new series by **Dr. Prasad Kodukula**, PMI Fellow, based in Illinois, USA, titled “Secrets to the Success of Organizational Transformation.” Don’t miss reading these articles by globally-respected experts and true thought leaders.

Seven **Advisory Articles** are included this month, by authors in five different countries. **Dr. Collin Prince** in South Africa is back with “Aligning Projects with Purpose: A Practical African Perspective on Why Portfolio and Project Management Matter.” **Dr. Dimitris Antoniadis** in the UK is back with “PMO Memory Framework for Knowledge Management and Visualisation.” **Jeff Oltmann** in Oregon, USA is back with more good advice in “Keeping Teams Steady when Stress Peaks.” **Dr. Bill Moylan** in Michigan, USA is back with “Simple Travel Tips for Your Project Journey.” **Dr. Paul D. Giannalvo** in Jakarta, Indonesia is back with “What Do We Do AFTER Calculating Our Average Costs or Durations?” **Aina Alieva** in Canada is back with a strong new advisory titled “Give Feedback That People Will Thank You For.” And new author **Fope Opeola** in UK has authored “The Digital Twin Mindset: A Must-Have for Modern Project Managers.” At least one of these short, well-written articles should be useful to most readers.

The PMWJ category for **Case Studies and Lessons Learned** papers is beginning to attract more submissions, with two papers included this month. “AI-Augmented Plan Review: Practical Lessons from the Field” is by **Kyle Rossignol** in Colorado, USA. “Enhancing Steel Structure Erection Efficiency through Mini Modular ‘Cap Structures’ in Gas Processing Projects” is by the author team of **Abdulrahman Shukri, Mohammed AlShuhail, Abdulaziz Almuaili, Abdulaziz AlSoufi, Ahmed Abu Fayyah** in Saudi Arabia. These papers may not be interesting to many readers, but if you are working on small construction projects or building gas plants in the Middle East or elsewhere, they absolutely could be.

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**Stories** is a somewhat new category this month. While we often publish personal stories by people in the project management field, this month we expand that to fictional stories that send a relevant message. Well-known former APM and IPMA leader **Tom Taylor** in UK has authored a series of (more-or-less) bedside stories that may or may not tickle your fancy. The first one this month is titled “A Trip to the Seaside – planning pays off”. It’s in his “Meet the Managers” series that have previously appeared in book form; Tom has agreed to share them with our readers beginning this month. I hope they bring a smile or two.

Three of our most active International Correspondents have contributed **Reports** this month. **Yamanta Niroula** in Kathmandu has authored “Project Management in Nepal’s Development Sector: Current Practices and Emerging Trends” in his “Project Management Update from Nepal.” **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering various projects and topics relevant to PM in Britain in his categories of Good News, No So Good News, Other Project News and Closing Remarks. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] and Hailuoto Causeway projects around Helsinki.

Three **Book Reviews** are included this month, by **Sunil Kumar Suvvar, Anzar Ali Hasan** and **Joseph Adebanjo**, members of the PMI Dallas Chapter with which we have a cooperative book review program. Unlike many book reviews, our reviews are structured to create new knowledge, including what’s new in the book, what did the reviewer like and who might benefit from reading. So even if you are not planning to buy the book, read these interesting reviews. You might learn something for free.

A few **Recent News** articles related to project management and PM World are also included, including several about future events that are repeated from last month.

I hope you find this month’s edition interesting or useful, and

Have a great month!

## About the Author



### **David L. Pells**

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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](http://www.pmworldjournal.com)) and Managing Director of the PM World Library ([www.pmworldlibrary.net](http://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. In recent years, he has been a senior program management advisor for several major U.S. national security programs.

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](mailto:editor@pmworldjournal.com).

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