

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the February 2026 edition of the PM World Journal (PMWJ), our 161st monthly edition. This month's PMWJ is another diverse and interesting edition, with 36 new works by 37 different authors representing 15 different countries. The new additions this month bring our totals to 5,592 (I think, but we may have lost count) works by 2,221 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

### Introduction: Independence doesn't mean Isolation (or non-alignment)

Over the 14 years of this publication, we have tried to remain independent, that is, not beholden to another organization or professional body. At the same time, we have been committed to serving the global project management professional field, so we support all recognized project management professional associations and societies. We regularly feature interviews, articles, stories and reports about and by leaders of various PM organizations, including APM, IPMA, PMI and others. In fact, we seek more reporting from and about those professional bodies.

This month we take it a step further, as we are publishing for the first time an entire newsletter created by a PMI chapter, the PMI Dallas chapter. They produce a full and useful newsletter each month, highlighting the wide range of activities, events, programs and services that they provide to members. We share their report this month to both support the PMI Dallas Chapter, based here in North Central Texas where PM World is based, and to show other PM leaders and organizations an example of a very active local all-volunteer organization. So we publish this newsletter in support of knowledge sharing.

We would welcome more such "reports" from other organizations. If your branch, chapter, interest group or national organization publishes a monthly newsletter related to project management, perhaps we can share it with our global audience. We prefer not to publish newsletters that promote commercial products or services, although most professional associations do sell books, certifications, training and other services. If you would like us to publish or republish a monthly newsletter or set of announcements that fit our purpose and policies, please contact me at [editor@pmworldjournal.com](mailto:editor@pmworldjournal.com).

### Now, This month in the Journal

Two **Letters to the Editor** are included in this edition. **Dr. Ken Smith** in Manila weighs in "In Defense of PERT-PLUS", perhaps renewing a very old debate. **Alan Stretton**, now living in New Zealand, following several email exchanges, has commented "On the

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subject of major infrastructure projects.” Alan asks an interesting and potentially loaded question; if so many major infrastructure projects are continuing to fail, why aren’t the leading professional bodies talking about it, or doing something?

Two excellent **Interviews** are included this month, courtesy of PMWJ correspondents **Yasmina Khelifi** in Paris and **Aina Aliieva** in Toronto. Yasmina has again interviewed **Pierre Le Manh**, President and CEO of the Project Management Institute (PMI). This is a new and important update on her first interview with Pierre three years ago; Pierre reflects on some of the major strategies and initiatives that are now driving PMI’s unprecedented growth around the world, and especially in China. Aina’s interview is with **Ming Yeung**, a very experienced portfolio and program director based in Canada. Check out this interesting interview, an extension of Aina’s recent series of interviews on the topic of the new and expanding role of “chief project officer” in many organizations.

One **Peer Reviewed Paper** was again approved for publication this month. **Rishiraj Kohli** in the USA is the author of “AI-Powered Risk Assessment and Project Management Frameworks for Health IT Systems in Infectious Disease and Global Health Organizations.” This is an example of how we are maintaining our focus on practitioner topics, even with peer reviewed papers. While this paper was the only one crossing the finish line this month, we have ten more under review, so the next few editions should have more good papers to share with you.

Nine editor-accepted **Featured Papers** are included this month, by 13 authors in six different countries. These good papers are a mix of academic and professional research, by professors, post graduate students and very senior project management practitioners. They are all related to program or project management. 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 a little dry, several fascinating and a couple on significant topics.

One **Student Paper** is included as well, a thesis prepared in completion of an MBA program at a French university. “Agile Leadership in Megaprojects: Bechtel’s Strategic Adaptation in the Jubail Industria Expansion, Saudi Arabia” has been authored by **Ayman Salah Abdelaziz Ramadan**, who is from Egypt but currently working in the Kingdom. We congratulate Ayman on his degree and the publication of his interesting paper.

Three **Series Articles** are included this month. **Antonio Nieto-Rodriguez**, PMI Fellow, former PMI Chair and now one of the world’s most recognized authors after the publication of his *HBR Project Management Handbook* in 2021 (and other books), has authored the next in his series on “Reimagining Project Management”. This month’s article is titled “Why Most Organizations are Project-oriented in Name Only”. Ouch! Read his article to see if your organization is or is not. **Dr Prasad Kodukula**, PMI Fellow, has contributed his second article on “Secrets to Success of Organizational Transformation”; this one is titled “Secret no. 2: Leadership.” If your organization is planning or struggling with a major change initiative, gain some serious insights from Prasad. Antonio is based in Madrid, while Prasad is a resident of the United States.

The final series article is a new one in her series on “Making a Modern Project Manager” by **Yasmina Khelifi** in France. Her advice this month is to “Cultivate Gratitude.” This seems such basic common courtesy, but I think it is often forgotten on projects and in many workplaces. Basic leadership 101? Smile, say thank you more often; the results will amaze you.

Six thought provoking **Advisory Articles** are included this month, by authors in far ranging places. **Bill Moylan, PhD** in Michigan asks (and answers) “Is a Project Manager Necessary in the Age of AI Technology?” **Tauseef Arshad** in the UK has authored “From Deterministic Schedules to AI Forecasting: Advisory Insights from Mega EPC Projects.” **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in California and Maryland, respectively, are back with another advisory titled “The Art of Escalating to Senior Management.” **Yogi Schulz** in Calgary, Alberta has authored “Project manager delusions embarrass project sponsors.” “Advancing the Combination-Permutation Algorithm” is by **Alexander Apostolov, PhD** in Sofia, Bulgaria. “Leading High-Impact Merger & Acquisition (M&A) Programs: A Strategic Execution Framework” is by new author **Archana Choudhary**, VP for Deutsche Bank in the U.S.

Two **Commentary Articles** are also included this month, observations by two very experienced project management experts. “Developing and retaining human capital in a project-based organisation: An historical example and personal reflections” is by **Alan Stretton** in Auckland, a look back with lessons learned from his 60+ year career. “Future technologies and project control” is another contribution by **Dr. Dimitris Antoniadis** in London.

Five **Reports** are included this month, four by PMWJ correspondents and one from the PMI Dallas Chapter. **João Henrique Pettená do Carmo** in Brazil has provided a great first “Project Management Update from São Paulo.” **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as Good news, Not so good news, Other project news and the Deadliest Windfarm for birds in the UK. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] projects and the Hailuoto Island Causeway Project, all in his “Finland Project Management Roundup.” **Alfonso Bucero** in Madrid has reported about “AEDP celebrated their event ‘Project Success Case Studies’ in December”. The fifth ‘report’, the PMI Dallas Chapter newsletter for February, has been provided by **Laura Weller**, VP Communications for the PMI Dallas Chapter. If you are interested in what’s going on in these interesting places, just read their reports each month.

Three **Book Reviews** are included this month, by PMI members in Texas. A few **Recent News** articles related to project management and PM World are also included. Don’t miss reading about new PMWJ team members, new books and upcoming events.

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](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 two 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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