

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the March 2026 edition of the PM World Journal (PMWJ), our 162<sup>nd</sup> monthly edition. This month's PMWJ is another diverse and interesting edition, with 30 new works by 46 different authors representing 13 different countries. The new editions this month bring our totals to 5,652 works by 2,237 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

Two very good **Interviews** are included this month, courtesy of PMWJ correspondents **Yasmina Khelifi** in Paris and **João do Carmo** in São Paulo. Yasmina has interviewed **Anna Ladipo**, Director of the Project Management Program in the Executive Education department at the University of Texas at Dallas. I work closely with Anna during their annual project management symposium and now their virtual one-day PM conference. Anna is brilliant! I'm sure you will enjoy seeing what she has to say.

João's interview is with a major figure in the history of professional PM in Brazil, **João Carlos Boyadjian**, co-founder of the PMI São Paulo Chapter, the Largest PMI chapter in Latin America. I was delighted to see this interview, as I met Joao Boyadjian nearly 30 years ago on my first visit to Brazil. I also knew some of the other people mentioned in the interview who were instrumental during the launch of formal PM professional organizations in Brazil in the 1970s and 80s. So I knew some of the history of PM in Brazil; for those who don't, please read this fascinating story.

Sevan **Featured Papers** are included this month, by authors and author teams in four different countries. These good papers are a mix of academic and professional research, by professors, graduate students and very senior project management practitioners. The topics vary from directly to indirectly related to program and project management. Rather than mention all of the titles and authors, I want to remind you that these are substantial works representing many hours of research and writing. So please review the titles and summaries and read one or two. All are well written, several are fascinating and Bob Prieto's paper breaks absolutely new ground.

Three **Peer Reviewed Papers** were approved for publication this month. This is an exciting development; we are receiving more papers for peer review each month now, a few require two or three reviews, but our process is working. We are not in the business of rejecting papers; rather we want to help post-graduate students and those early in their academic careers improve their presentation and writing skills. In other words, we try to help these authors get to publication.

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Three authors of peer reviewed papers this month are an academic team in Nigeria, two co-authors are academics at Arizona State University in the USA, and one is from Ethiopia. Their paper topics are valid; we think they have practitioner value so please take a look at their work. We have a dozen more in the pipeline, but will welcome more. So if you want or need to have a research paper peer reviewed, please consider sending me a manuscript. First results should be returned within two weeks, very fast turnaround for peer reviewed journals.

Two **Series Articles** are included this month. **Antonio Nieto-Rodriguez** is back with his 3<sup>rd</sup> article in his series on “Reimagining Project Management for a New Era”. This one is titled “From Operations-Led to Project-Led Leadership.” It touches on themes in his new book “*Powered by Projects: Leading Your Organization in the Transformation Age*,” coming soon from the Harvard Business Review Press. Antonio brings such important topics down to Earth and easy to read. In fact, this one is also fun to read.

The second series article is also a third in a series on “Secrets of Successful Organizational Transformation,” by **Dr. Prasad Kodukula**. His article this month is “Secret no. 3: Empowerment”. This series is based on a set of articles that he previously posted a year or so ago on his website. I thought the topic important enough to persuade him to let us publish them. He will soon shift his attention to a new series though based on his latest book “*The Project Management AI Handbook: Leveraging Generative Tools in Waterfall and Agile Environments*, with Gustavo Vinueza (J. Ross 2025).

Three **Advisory Articles** are included this month, on very different topics. “PMI & DEI: A Commitment to Creating an Inclusive Culture of Belonging” is by long time active PMI supporter **Prof. Dr. Bill Moylan** in Michigan. “From Critical Path Volatility to AI-Augmented Earned Value Forecasting: Practical Lessons from Complex Projects,” is by returning author **Tauseef Naz Arshad** in the UK. “How can project sponsors help projects succeed?” is a true advisory by frequent author **Yogi Schulz** in Canada. These are excellent contributions to the journal this month.

Five **Commentary Articles** are also included, perhaps the most opinion pieces we have published in a long time. **Dr. Harold Kerzner** and **Dr. Al Zeitoun** set the stage with “Worldwide Project Management Evolution.” **Aina Aliieva** in Toronto then follows with “When AI Moves into Execution: The New Cybersecurity Reality for Project Leaders.” **Kik Piney** in France weighs in on the sponsor vs PM debate with “Sponsor expectations disrupt project managers.” (*maybe a ‘hurray for our side’ is due here*) **Gareth Pugsley** in UK has opined about “Reframing the Iron Triangle: Markov Chains, Quantum Computing and Risk-Centred Project Control within the APM Framework”. Returning author **Archana Choudhary** caps it off with “The 7 Make or Break Challenges Facing IT Leaders in 2026.” These are great! Take a look.

Five **Reports** are also included this month, four of our most active International Correspondents and one by the VP communications for the PMI Dallas Chapter. **Yamanta Niroula** in Kathmandu, Nepal has authored another powerful report titled “Project Management Matters: Lessons for a Results-Driven Public Investment Framework in Nepal.” I’ve asked Yamanta if local government and industry leaders read

his reports, which go beyond reporting to addressing critical project-related topics for his country's development. He's not sure, but I sincerely believe they should be. Read his report this month and you will see what I mean. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter, the Kruunusillat [Crown Bridges] projects (multiple new bridges in and around Helsinki) and the very large and fascinating Hailuoto Causeway Project.

**Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering interesting topics in such categories as "Good news, Not so good news and Profession News, and Global Warming, Terraforming in the 21<sup>st</sup> C and Sporting Projects." Read his UK Project Management Roundup this month.

**Alfonso Bucero** in Madrid has authored a short report about the "PMI Madrid Chapter signs collaboration agreement with the PMI Malta Chapter." It's nice to see such collaborations; I think more PMI chapters and PM organizations should do the same. And speaking of PMI chapters, we again publish the latest newsy newsletter from the PMI Dallas Chapter, which happens to be my home chapters, courtesy of **Laura Weller**, chapter VP Communications. Laura's team pulls this all together each month and deserves kudos for their volunteerism and dedication.

Two **Book Reviews** are included this month. **Chijioke Basil Oleru** has reviewed "*A Concise Business Guide to Climate Change*", by **Gunnar Trumbul** and published by HBR Press. **Christine E. M. Gwaze** has reviewed "*AI Project Power: Reimagining Your Role in the Age of AI*" by Mei Lin. Chijioke, Christine and **Mei Lin** are all members of the PMI Dallas Chapter.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don't miss the articles about new Research Interns for the PM World Library, and the one about registration now open for the 18<sup>th</sup> UT Dallas PM Symposium in May. If you live in Texas or central USA, don't miss this worldclass 2-day event.

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.peworldjournal.com](http://www.peworldjournal.com)) and Managing Director of the PM World Library ([www.peworldlibrary.net](http://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 recently acted as a program management advisor for two major U.S. national nuclear 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, 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](mailto: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/>