

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the April 2026 edition of the PM World Journal (PMWJ), our 163<sup>rd</sup> monthly edition. This month's PMWJ is another diverse and interesting edition, with 40 new works by 48 different authors representing 18 different countries. The new editions this month bring our totals to 5,692 works by 2,256 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

### Introduction – What Price Success?

This edition of the PMWJ should have been published three days ago, for which I apologize. But as you will see, this edition is also one of our largest with 40 or more works submitted by authors in many countries, each of which requires review, edits, formatting, correspondence with authors and posting online. As you might guess, the larger, longer research-based papers in our Featured Papers and Peer Reviewed Papers categories are the most time-consuming to review, edit and produce – and that is exactly where our most growth has been. We're attracting more longer, deeper, serious papers by researchers around the world. Which is great, but...

Of course, this is exactly what I was expecting and hoping for when we set out 14 years ago, with our multiple categories of contents. Our correspondents and honorary advisors have helped, especially regarding our credibility and reputation, but the vision was also clear. To provide a service to those in the project management field who might want (or need) to share their knowledge and experience, to get published to enhance careers and, just as importantly to me, to get credit for the new knowledge they create. Yes, we aimed for a high quality journal with good, educational content and many readers. But the service to authors was foremost; there are many good publications and websites with great contents. But an easy and transparent opportunity for more professionals to get published seemed to be needed. I think it still is, perhaps more than ever.

So where do we go from here? The May edition is already filling up, so growth can be expected to increase. Some authors are contributing or planning works for publication months ahead. We're reaching more communities and countries. Our outreach to PMI chapters and other organizations is bringing both more readers and contributing authors. Those of you who are new to the PMWJ should check our archives in the PM World Library; monthly contents all the way back to August 2012 are available to read and download. Or you can search the PMWL by author, category or various topics. And this introduces the other aspect of the PMWJ; the library that has been built up over these many years now contains thousands of PM resources. The PMWJ archives is another measure of success. I sincerely hope that more readers will find the PMWL too.

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All of the above is to arrive at that point where success eventually leads. What is the next step, the next level, the bigger challenge? We will continue to produce the PMWJ, with more works by more authors in more countries. We will continue to grow the PMWL into the global resource for continuous learning that we have long envisioned. But what about the next level, or opportunity, for the PM World Journal and Library? Where are we going? That's what we are thinking about more seriously now.

### **This month in the Journal**

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris. Her interview this month is with **Miranda Wang**, PMI's brilliant Managing Director of PMI China. Miranda is leading PMI's many big initiatives in China, now PMI's second largest market; in this interview, she shares her vision, mission and some exciting details. Don't miss this interesting interview.

11 Editor-accepted **Featured Papers** are included this month, by authors in nine 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 widely and include AI, cybersecurity, infrastructure, construction, PMOs, operational readiness, philosophy and professionalism. 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 may be somewhat technical, several are fascinating and a couple cover quite significant topics. I think most readers will find something of interest or relevance here this month.

I am happy to say that four **Peer Reviewed Papers** were approved for publication and are included in the journal this month. **Junaid Mehboob** in Pakistan is the author of "Moral Implications of AI in Project Management: Data Privacy and Security." **Godson Kelechi** in Nigeria is the author of "The Impact of Employee Health and Safety Costs and Environmental Disclosures on the Performance of Construction Project Delivery in Rivers State, Nigeria." **Walubengo Wilberforce Wasike** and **Walubengo Sylvia Sarah** in Nairobi are the authors of "Enhancing Project Success Through Stakeholder Engagement in Monitoring and Evaluation: Evidence from NGO-led Health Initiatives in Kenya." **Goffrey Dawson** in Australia is the author of "Improving Front-End ICT Portfolio Governance: Integrating PDRI and BSC." These authors submitted their paper for peer review many weeks ago, made revisions based on reviewer suggestions, and made it to acceptance and publication. Congratulations and well done!

Peer reviews are a way for academic researchers and professionals to improve the quality of their presentations and papers and, in some cases, learn more about the academic publishing process. We now have an e very experienced peer review panel; the process involves a double blind review process where neither the author nor reviewer know each other. The process has been fair and successful so far, with the vast majority of authors welcoming reviewer recommendations for improving her or his paper. If you are involved in serious academic or professional research with a resulting paper, please

consider submitting it to the PMWJ for peer review. We will also welcome new reviewers, so if you have experience with the peer review process, either as a reviewer or PhD student, please consider joining our peer review panel, which you can see at <https://peworldjournal.com/editorial-peer-review-panel-3>

Four **Series Articles** are included by nine authors in seven countries, all of whom are well known experts in the PM field. **Oliver Lehmann** in Germany has authored the next article in his very interesting series on “Project Business Management”; this month’s article is titled “Cashflow for Contractors”. **Antonio Nieto-Rodriguez** is back with “Project Sponsorship: The Missing Muscle in Most Transformations” in his series on “Reimagining Project Management in a New Era”. “Secret 4: Alignment” is the new article by **Dr. Prasad Kodukula**, in his series on “Secrets to the Success of Organizational Transformation.” We also introduce a new two-part series on “Developmental Agile Leadership” by **Dr. Kam Jugdev** and **Dr. Timothy Kloppenborg**, based on their new book of the same title. Their first article is subtitled “Navigating a VUCA World”. Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Four **Advisory Articles** are included this month. **Madison Lundquist** in Texas is back with an article titled “The Challenge for 2026: Redefining Project Success to Realize True Transformation”. **Jeff Oltmann** in Oregon is back with another advisory titled “Better Outcome Start Before You Convene”. **Dr. Ken Smith** in Manila is back with “Approaches for Estimating Activity Durations & Probabilities: An Assessment. We also welcome new author **Paul Oppong** in Australia who shares some hard-won advice in “The Sponsor Layer: Why Public Sector Program Success Begins Above the Delivery Team.” Hopefully some of you will find one of these articles useful.

Two **Commentary Articles** are also included this month. “Back to Basics in Project Delivery Management: The Role of Competency Frameworks in Strengthening Professional Project Management” is by **Fortune Mbele**, current president of PM South Africa (PMSA). “The Growth of Project Management Accountability” is a new article by **Dr. Harold Kerzner** and **Dr. Al Zeitoun**, two of the best known and most respected PM authorities in the United State. We are honored that these leading professionals share their opinions through the PMWJ this month.

Two **Stories** are also included, courtesy of **Tom Taylor** in the UK and **Alan Stretton** in Australia. Tom’s is another creative story in his Meet the Managers series; this one is titled “The Speech – with illustrations.” Alan’s is a personal story titled “Some ‘extra-curricular’ influences on my project management perspectives: 1. Some early-career education-related factors.” Alan will be sharing more stories from his long career in future editions of the PMWJ, while Tom has assured me that he has a few more stories as well. If you have a personal or creative story to share, please let me know. I would really like to be sharing more stories from around the PM world each month.

Eight **Reports** this month. **Adam Boddison**, CEO of APM in the UK, has provided a new APM Update for PMWJ titled “A message for project professionals from the CEO of the Association for Project Management.” **Alessandro Quagliarini** in Rome has provided

his quarterly update titled “2025 Achievements and 2026 Plans of Italy’s Project Management Associations”. **Sebastian Wieschowski** in Germany is the author of “Humanity at the Helm: GPM Focus 2026 Redefines AI as a Leadership Mandate”. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering Good News, Not So Good News, Other Project News and more. **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 Hailuoto Causeway project. **Alfonso Bucero** in Spain has authored a short report on “The PMI Madrid Chapter celebrated its Annual General Assembly 2026”. **João Henrique Pettená do Carmo** in São Paulo has authored “Governance as the New Center of Gravity: What PMBOK 8 Means for the Brazilian Project Management Market”. The final report is again the April 2026 PMI Dallas Chapter Newsletter provide this month by **Joseph Adebajo**, chapter Newsletter Director. These reports are great snapshots of projects and PM in those various locations in eight different countries.

Four **Book Reviews** are included this month, by PMI Dallas chapter members **Allison Bowker, Mary Saunders, Sunil Kumar Suvvari** and **Carla Costa**. PMWJ book reviews are intended to create new knowledge, by asking reviewers what was important in the books, what they liked, who might benefit from reading and other general comments. In other words, reviewers add their experiences and perspectives to literally expand on the topics in the books. Reviewers can claim PDUs from PMI for recertification purposes. If you are an author or publisher of a book related to program or project management, and would like to have your book reviewed, please contact [editor@peworldjournal.com](mailto:editor@peworldjournal.com).

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about upcoming events; if included, we endorse them.

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 the U.S. National Nuclear Security Administration.

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/>