

Welcome to the May 2026 PMWJ ¹

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Welcome to the May 2026 edition of the PM World Journal (PMWJ), our 164th monthly edition. This month's PMWJ is another diverse and interesting edition, with 49 new works by 54 different authors representing 19 different countries. The new additions this month bring our totals to 5,742 works by 2,269 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library. This month's edition may well be our largest one yet, jam packed with interesting research papers, useful articles and entertaining stories, reports and book reviews. It even includes some recent news. But it's taken an extra day or two to produce; that said, I hope it was worth the wait. I share some highlights and introductory information about the many contributions below, but first I thought a short follow up to my comments last month about the future of the PMWJ and library might be in order.

Introduction – More on the Future of the PMWJ and Library

First of all, I am now looking forward to retiring, as I fast approach the late seventies in age. As the PMWJ and Library have grown, so have the time and effort to publish each month. I want to spend more time with my wife and daughter, explore some new places and activities, pursue some new hobbies and, well, give it a rest. Retirement may even provide more time to write my own articles and document some of my own knowledge and experience in the project management field, which I officially entered in 1976 (coincidentally, 76 is also my current age.)

So this is my first announcement that we are looking for a new home for the PM World Library (PMWL) and journal. The PMWL is where the legacy is, the collection of the thousands of good articles and papers published in the PMWJ since 2012 (and many older works as well). In addition to an archive of works published in the PMWJ over the years, we expanded the library ten years or so ago to more resemble traditional libraries, with access to more reference materials and links to many other PM resources not residing in our own library. The PMWL has thus become a tremendous resource for both new and continuous learning related to project and program management. In fact, students already represent the largest single category of library registrations (we offer two years of free membership to students and unlimited free access to professors).

But back on the subject of archiving works published in the PMWJ, the PMWL now contains legacy works by many authors. Many of you reading this welcome article and contents of the PMWJ this month will also have an author showcase webpage in the library where your published works can be found, downloaded and read by readers around the world. So we think, I think, this body of previously published works deserves

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to be preserved. Of course, as a collection of tremendous PM knowledge and experience; it should all be preserved and available for readers in the future.

In addition, I think some sections of the PMWL may be pretty unique. For example, the section on Public PPM resources provides links to PM related regulations, standards, practices and other information and documents from federal and state government agencies in the United States (and a few other countries). The section titled “Solving Global Problems” contains subsections on global initiatives and organizations, emergency response and disaster recovery, solving global human and social problems, solving global environmental problems, and animal rights and protections. The section on PM Profession resources was intended to contain information about the worlds PM professional bodies standards, qualifications, etc. The library now contains 22 subsections, each offering access to hundreds of PM-related resources. We think the PMWL is both unique and valuable.

The PMWJ is a platinum level open source journal (everything is free to publish, access, read and download). The PMWJ is also relatively unique in that authors can retain copyright to their own works. The PMWJ has thus become a valuable service to both authors and readers; the PMWL has also become a valuable service for authors as a repository of their works and to visitors as an ever-expanding resource for PM learning. The PMWJ and PMWL go hand-in-hand, the PMWJ produces new knowledge and then monthly increases to the collection in the PMWL. The PMWL provides an archive of all works originally published in the PMWJ, as well as author showcases where works are archived by and for authors and their readers.

We now think the most feasible home for the PMWL might be a university, where libraries are historically needed and maintained, and many of which also support the production of journals and other publications. Perhaps obviously, such a university might need to have already committed to project management education and learning (and perhaps research), so there are probably a limited number of candidates. But what a resource the PM World Library and Journal could provide! I also think they could help attract more students, both locally and internationally. Perhaps more importantly, such a move should also provide more resources for curating and enhancing the library.

Another idea posed by one of our global advisors is a project to update and modernize the PMWL with the use of artificial intelligence (AI) tools and capabilities - an AI “project” to transform the digital library into a modern, responsive, resource for PM learning. But that’s for future discussion. We think the PMWL and PMWJ are already world-class PM resources. Funding may be an issue, but we have some thoughts on that as well. But maybe I’ve said enough. We want the journal and library to have a future. Now we are getting more serious about solving that challenge. Just thought I would let you all know a little more. If you have any questions or suggestions, send an email.

Now, this month in the Journal

One very interesting **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris. Yasmina’s interview this month is with **Rory McCloud**,

musician, executive and Artistic Director at Xenia Concerts in Canada. Xenia's mission is to create inclusive and enjoyable musical environments for everyone. Xenia Concerts presents family-friendly, accessible musical events that embrace neurodiversity and disability. Xenia presents 30+ Adaptive Concerts per year, designed for people who face social and systemic barriers to inclusion, for example those who are blind, mobility, or otherwise impaired. Read this fascinating interview with a remarkable musician, program manager and human being.

Ten **Featured Papers** are included this month, by authors in five different countries, with the UK and Nigeria the most represented. 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 can say that these are substantial works representing many hours of research and writing. I do want to thank **Dr. Ibeawuchi Ifeanyi Echeme** at Federal University of Technology, Owerri, Nigeria for supporting paper submissions by his graduate level students, including three this month. I also want to remind readers, especially academic researchers and professors at universities worldwide, that the PMWJ offers one of the easiest and fastest routes to publishing research results, for a global audience. Please review the titles and summaries for our featured papers this month and read one or two. If you are an academic or professional researcher, please consider sending us a good paper to publish, on any aspect of program or project management, any type of program or project, any industry, anywhere in the world. We have readers everywhere now. We also offer a timely but high quality peer review process for those who need or want one.

In that regard, three **Peer Reviewed Paper** were approved for publication and are included this month. **Arvin Prem Kumar** and **Idris Adalakun** at Arizona State University are the authors of "Was the Colosseum a Successful Project? Reframing Project Value Generation Across Two Millenia." **Rishiraj Kohli**, PhD candidate at University of the Cumberland in Indiana, is the author of "Expanding Access to AI in the Enterprise: Designing Tools for Non-Technical Professionals in Regulated Industries." **Enoch Oghene-Mairo Omajeh** in Nigeria is the author of "Adaptive Sprint Planning: A Hybrid MILP-RL Framework for Scaled Agile Projects." Check out these well written research papers this month. We have more in the pipeline, so we expect to be publishing more peer reviewed papers each month this year. If you need or want your research-based paper to be reviewed by our team of very well-qualified reviewers, just send your paper to me with that request. While peer reviews may slow down the publication process, since many papers often need some changes, please consider this option for improving your writing and paper. Our peer review process is intended to help researchers get to publication, not to rejection. Plus, it really is more timely than most journals, with first responses from reviewers requested within 2-3 weeks.

Six **Series Articles** are included in this edition. **Oliver Lehmann** in Germany has authored "Building Bridges Across Organizations in Project Business", the latest in his Project Business Management series. **Dr. Hugo Minney** in the UK is back with "From Green Building to Timber Innovation" in his series on Sustainability and Regeneration in Projects. **Antonio Nieto-Rodriguez** in Madrid has authored the fifth article in his 2026

series on “Reimagining Project Management for a New Era”, this one titled “Why Portfolio Management Has Become the Real Strategy Function.” **Dr. Prasad Kodukula** in Illinois, USA has authored “Secret No. 5: Speed” in his series on “Secrets to Success of Organizational Transformation.” **Yasmina Khelifi** is the author of “Volunteer”, the latest in her series on “Making a Modern Project Management.” A successful project manager herself, as well as a popular author, interviewer and podcaster, Yasmina offers good advice for those new to project management as well as experienced professionals. Our sixth series article this month is the second in their two part series on “Developmental Agile Leadership” by **Timothy Kloppenborg**, PhD and **Kam Jugdev**, PhD. Based on their recent book of the same title, professors’ article this month is “How Sponsors, Project Managers and Team Members Lead Differently.” Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Eight **Advisory Articles** are included this month, also the most in this category so far. New (to the PMWJ) authors **Ashley Essick** (USA), **Monica Hernandez** (USA) and **William Jackson** (Colombia) have contributed useful articles on AI Accountability, project misalignment and hospital construction respectively. Returning authors **Madhusudan Nagaraja**, **Randal Englund**, **Dr. Alfonso Bucero**, **Dr. Ken Smith**, **Yogi Schulz** and **Jeff Oltmann** have contributed new articles on a variety of topics potentially useful to many readers. If you have a good solution to a common project or program management problem, please consider sending us a short article about it. If you have a challenging issue or vexing problem with your project or team, please check our advisory articles, both in the PMWJ each month but also in the [PM World Collection](#) in the Library.

Six **Commentary Articles** are also included this month. New author **Nana Newman** in Ghana has contributed “The Evolution of the PMO: Driving Agility, Insight and Strategic Value in Modern Organisations”. Returning authors **Luca Prinzi** (Italy), **Aina Aliieva** (Canada), **Archana Choudhary** (USA/India), **Dr. Harold Kerzner** and **Dr. Al Zeitoun** (USA) and **Bob Preto** in Florida has authors interesting articles on a variety of topics ranging from toxic behavior, agentic AI and the future of executive sponsorship. Bob’s article is significant in that he explains the origins of his new “Quantum Project Management” theory and model, about which he has authored multiple featured papers in the PMWJ in recent months. To see the many previous works by these authors visit their author showcase webpages in the [PM World Library](#).

One **Case Study** is included, this one dealing with construction in Ethiopia. Engineer **Kebede Bekele Desta** in Addis Ababa is the author of the in depth study “Assessment of Construction Delay Factors: A Case Study of a Leading Real Estate Company in Ethiopia”. If you are building houses or other buildings, in his part of the world or elsewhere, Kebede shares some good lessons learned in this paper.

Two **Stories** are again included this month and again by **Tom Taylor** in UK and **Alan Stretton** in New Zealand (he relocated from Australia some months ago.). Tom’s “Story 5: The lifecycle or the cycle of life” is another short entertaining tale in his series titled “Reading and Reflecting – with “Meet the Managers””. This is a good story for very young project managers as well as those still young at heart. Alan’s personal story is titled “Some ‘extra-curricular’ influences on my project management perspectives: 2. Some

mid-career external help-related activities.” This one is part two covering the second phase of his career; part one was in the April PMWJ and part three will be featured in the June edition. Alan Stretton, who will celebrate his 100th birthday in November, has had a remarkably long life and career in project management; he’s also been our most regular contributor to the PMWJ, beginning with our first edition in August 2012. If you really want to learn about either managing projects or the PM profession, check out his many works available to read on [Alan’s author showcase](#) in the PM World Library.

Six **Reports** are included this month. **Yamanta Niroula** in Kathmandu has authored a wonderful study titled “From High Ambition to Delayed Deliveries: Assessing Nepal’s National Pride Project Portfolio in 2026”. **Sebastian Wieschowski** in Nuremberg has authored “When Small Deviations Become Big Failures – What Project Managers Can Learn from Aviation” in his “Project Management Update from Germany”. **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 Closing Remarks” in his “UK Project Management Roundup” this month. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter, the Kruunusillat [Crown Bridges] projects and Hailuoto Causeway. **Alfonso Bucero** in Madrid has authored another short report about “PMI Madrid Spain Chapter monthly meeting: April 23rd, 2026”. **Joseph Adebajo**, PMI Dallas chapter newsletter editor, has contributed “Lead Smarter, Adapt Faster: PMI Dallas Chapter Raises the Bar in May 2026” with a link to a full PDF of this month’s PMI Dallas Chapter Newsletter. Our publication of the PMI Dallas chapter may appear to be preferential treatment of PMI and the Dallas chapter, but truthfully, we would welcome newsletters or reports from other PM organizations around the world – unfortunately, we need all works we publish to be in English (but works in both original language & translated into English can also be published). Plus, we are always looking for new correspondents. If interested, just send me an email. Of course, please author something worth reading.

Five **Book Reviews** are included this month, by PMI members **Bill Sundermann**, **Sunil Kumar Suvvari**, **Krystle McCloney** and **Natalia Fischer** in Dallas and **Rodger Martin** in San Antonio, Texas. We also welcome book reviews by anyone, not just PMI members. Our PMI book review programs are popular because PMI members can claim PDUs for recertification after their reviews are published in the PMWJ. But other PM bodies also offer continuing education credits for published works, so please consider sending us something to publish. If you want to see our use our standard format for book reviews, just let me know (or read a current book review in the PMWJ).

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the latest announcement about the upcoming 18th UT Dallas Project Management Symposium later this month. We are proud to support this major regional PM conference every year; if you live in this part of the USA, please consider attending.

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 nearly 50 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 (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 Istituto 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) and creator and curator of the PM World Library. 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/>