

Welcome to the June 2026 PMWJ ¹

David L. Pells
PMWJ Managing Editor

Welcome to the June 2026 edition of the PM World Journal (PMWJ), our 165th monthly edition. This month's PMWJ is another diverse and interesting edition, with 50 new works by 63 different authors representing 19 different countries. The new additions this month bring our totals to 5,792 works by 2,299 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Introduction

This is a big edition. With 50 papers, articles, reports, stories and other works, this is the largest edition of the PMWJ that we have ever published – and it's been a lot of work, believe me. This has raised an important consideration that I have been thinking about for the last year. That is, can the PMWJ scale up as volume of submittals increase. If so, is there a limit or should there be now?

As the word has spread that we are looking for a new home for the journal and library, I have received numerous emails and messages that the PMWJ is needed. I think that we have created a good resource for sharing PM knowledge; at the same time, we have worked hard to ensure that contents are high quality and useful – for PM practitioners! We don't try to sell stuff, rather the journal is a service for those who are creating new knowledge, want to share experiences and ideas, or who still want to get published as a career assist. That all said, should we now limit the size of the journal each month? 50 is about my personal limit for editing and producing each month. But what if there were a team doing this?

So as we begin to field inquiries about the future of the PMWJ and Library, these operational issue become more important. Any transition will take time, some hand holding, learning and resources. We are also beginning to sense the direction we're headed. The PM World Journal and Library generate little income. The journal is an open source publication, free to publish and free to read, for which I have been proud. But some future owner might balk at this model. So continued growth is most likely necessary. We have some ideas about all of these issue to share when the time is right, but from what I've been told by others, there is obvious value in keeping the journal and library alive. It would be great if our friendly and professional policies and processes could continue. But this month was a heavy lift. Great contents this month, so I hope you all agree it was worth the work. If you have any comments or suggestions, please let me know.

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Now, this month in the Journal

One **Letter to the Editor** is included this month. **Dr. Stan Gasik** has offered some personal feedback “On Reading the Latest Edition of the PMWJ.” Thank you, Stan, for your kind comments.

Two **Interviews** are included this month. **Yasmina Khelifi** in Paris has interviewed **Dr. Ashley Forsyth**, Director of Social Programs at the Project Management Institute (PMI). **Archana Choudhary** in Florida has provided a first interview, hers with **Nagendra Roy**, Author of “*PMO Wired*” and a PMO and AI strategist, popular speaker and PMI influencer, based in Atlanta. Check out these two very interesting interviews.

A whopping 18 **Featured Papers** are included this month, by authors in 12 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 are all directly related to program or project management, covering multiple industries and locations. Rather than mention all of the titles and authors, I can again 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 a little dry, several fascinating and a couple on significant topics. I’ve read them all and think most are well worth reading (and thinking about).

One **Peer Reviewed Paper** was approved for publication this month, on a very interesting aspect of AI that I had not seen mentioned before. Mr. **J A A P Jayasundara** in Sri Lanka is the author of “Cultural Framing in AI-Generated Project Recovery Advice: A Comparative Analysis of ChatGPT, DeepSeek, and Gemini Using Hofstede’s Cultural Dimensions”. His research revealed that not all AI tools deal with cultural differences the same, so take care. Read this interesting paper.

Four **Series Articles** are included in this edition, three on continuing themes and one exciting new one. **Dr. Hugo Minney** has authored “The Weight of the Cloud: AI Data Centres and the Project Manager’s Role in Balancing Digital Ambition with Environmental Reality” in his series on “Sustainability and Regeneration in Projects”. **Antonio Nieto-Rodriguez** has authored a brilliant new instalment in his series on “Reimagining Project Management for a New Era”, this one titled “The Governance Trap: Why More Oversight Creates Less Value.” **Dr. Prasad Kodukula** has provided the sixth and final article in his series on “Secrets to the Success of Organizational Transformation”; this final article is titled simply “Secret No. 6: Execution.”

And I am excited to introduce a great new series this month by **Dawn Mahan** and **Jerry Manas** based on their bestselling new book “*Projectland Goes to the Movies*”. Article one is titled “Why Stories and Movies Help Project Teams Learn and Align”. Fun to read with practical advice drawn from the world of films, their book is bound to be one of the most popular ones on Amazon this year. Their series of articles should be the same, and something to look forward for the next several months.

Four **Advisory Articles** are included this month, by new author **Brent Hooks** in Atlanta, Georgia and returning authors **Dr. Ken Smith** in Manila The Philippines, **Madison Lundquist** in Texas, **Dr. Harold Kerzner** in California and **Dr. Al Zeitoun** in Maryland. They cover a mix of topics with interesting and practical advice. There should be something of value there for some of you.

Five **Commentary Articles** are also included this month and they are all great. “The Documentation Gap: Why Divergence After Agreement Is Inevitable Without Anchoring” is by **Pradeep Billa** (USA); “Global Energy Scenarios” is by **Daslav Brkic, PhD** and **Roberto Mori** (Italy); The Invisible Competencies of the Project Manager: Why Projects Fail Despite Good Methodologies” is by **Luca Paolo Giuseppe Prinzio** (Italy); “Project-oriented Technologies – the Next Decade: Tools, Integration, Skills and the Future Professional” is by **Dr. Dimitris Antoniadis** (UK); and “The New Generation Project Manager: Leading with Artificial Intelligence, Human Influence, and Complete Project Leadership” is by **Dr. Alfonso Bucero** (Spain). This is one of my favorite categories each month as experienced professionals and professional leaders offer their opinions on a range of interesting and often very relevant topics.

Two articles are featured in our **Case Studies / Lessons Learned** section this month. “A Remarkable Public-Private Partnership: A Case Study - Part I” is a great story of a very successful infrastructure program in Oregon on which he was intimately involved by **John L. Craig**. Part 2 will appear in the July PMWJ. The second work in this category titled “Governance Under Pressure: PMO Lessons from Saudi Vision 2030 Delivery Environments” is by **Muhammad Naeem** in Saudi Arabia. We get too few case studies; if you have an interesting story, good or bad, please consider sharing it with our readers. Some of the best learning any of us achieve is due to fascinating stories.

Speaking of **Stories**, two are again included this month, another by **Tom Taylor** in the UK and **Alan Stretton** in New Zealand. Tom’s story is another lighthearted tale for young and old project managers, “Story 6: Special Studies – for the future”, has a simple message for us all. Alan’s personal story continues his recounting of “Some “extra-curricular” influences on my project management perspectives: 3. Some late-career and post-retirement activities.” Both Alan and Tom have spent decades as leaders in the PM profession; we should all seriously consider anything they write for us.

Four **Reports** this month. **Sebastian Wieschowski** in Germany has authored a report that is really a Tribute to a legendary German PM professional leader; Sebastian’s personal tribute is titled “**Klaus Pannenbäcker** – More Than a Pioneer.” Sebastian’s report includes statements by leading figures in the PM profession across Europe. I can add that I knew and respected Klaus, enjoying a dinner with him in Munich in 1992 and meeting him at multiple PM conferences over the next ten years or so. He was a memorable character at the PMI’95 conference in New Orleans. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering multiple project-related topics in “Climate Change, Politics of Projects, Artificial News, Seasons Greetings, Military Projects and Peaceful Stories”, his UK Project Management Roundup this month. **Alfonso Bucero** in Madrid has authored a short report on new webinars being produced and offered to PMI members in Spain by the PMI Madrid chapter. Based

on the one reported about this month, it looks to be an outstanding program. Finally, **Joseph Adebajo** at the PMI Dallas Chapter has again shared their June Newsletter with us, which is full of news about PMI activities in North Texas.

In the **Second Editions** category this month, we begin the publication of papers originally presented at the 1st International Conference on the theme of the Quantity Surveyor's Edge sponsored by the Department of Quantity Surveying, Enugu State University of Science and Technology, Enugu, Nigeria, 25-26 June 2025. About half of the papers were on some aspect of construction, project or program management; those are ones we will be sharing over the next six months. The papers included this month are "Assessing the Challenges Encountered to the Adoption of Computer-based Project Management Models among the Construction Industry in Enugu State, Nigeria" by **Sunday Aniagolu Ezeh** and **Francisca Okeke**; "Applying Project Management Principles to Enhance Organizational Efficiency and Effectiveness" by **Oluwadamilare Michael Olusa** and **Anugwo Stephen Emeka**; and "Geographic Information Systems (GIS) As an Effective Tool for Construction Management in Enugu-East, Nigeria" by **Ndubuisi Ambrose Ositadinma**, **Dr. Henry C. Ajaelu** and **Ezeali Ukie Oluchukwu**. All of the Enugu conference papers are being coordinated for us by **Dr. Henry Ajaelu**, for which I thank him a lot.

Three **Book Reviews** are included this month, by PMI Dallas chapter members, **Dr. RonAmber Deloney**, **Dr. Pernel Roberts** and **Diana Owens**. 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 books and future events.

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

Have a great month!

About the Author



David L. Pells

Editor/Publisher, PMWJ
Texas, USA



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 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) 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/>