

On Governance and June PMWJ Contents¹

LETTER TO THE EDITOR

22 June 2026

Ref: June 2026 PM World Journal Contents

Dear David,

Thank you for another excellent edition.

As I worked my way through the table of contents, I found myself smiling.

For the last few years, PMOs have been rebranding themselves as strategic partners, transformation offices, value offices, and enablers of organizational change.

Yet this issue seems to tell a slightly different story.

Across papers on AI, cybersecurity, stakeholder alignment, risk, PMO evolution, organizational systems, and large-scale delivery, I kept encountering the same underlying theme.

Governance.

Sometimes explicitly. More often indirectly.

It made me wonder whether the profession is gradually rediscovering its roots through a reinterpretation of governance for a world shaped by AI, complexity, and increasingly interconnected organizations.

Historically, governance was associated with one of the most fundamental responsibilities of any institution: governing. Whether in government, the military, or large organizations, governance represented the structures, disciplines, and mechanisms through which direction was established, resources were coordinated, and collective action became possible.

Over time, however, the term gradually lost much of its prestige. In many organizations, governance became synonymous with bureaucracy, committees, approvals, and

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administrative overhead. Attention shifted toward newer and more fashionable disciplines such as strategy, transformation, innovation, agility, and enablement.

Yet reading this issue, I was struck by the extent to which these ideas are not alternatives to governance; they are expressions of it. Historically, effective governance was the mechanism through which institutions advanced. It established direction, aligned resources, enabled execution, removed barriers, and ensured that effort was translated into meaningful outcomes.

Much of what we now describe through the language of strategy, transformation, agility, enablement, and value delivery would once have been recognized as elements of effective governance operating under the same umbrella.

Strategy without execution remains aspiration. Transformation without coordination struggles to scale. Innovation without oversight often fails to deliver sustainable value. Even the most advanced AI capabilities ultimately depend on the organizational structures that guide, integrate, and sustain them.

Perhaps this is why governance appears so frequently across such diverse topics. The challenges organizations face increasingly require disciplined ways of aligning action, managing complexity, and turning intent into results.

In that sense, the June issue felt remarkably coherent despite the diversity of topics and authors.

Thank you again for publishing our paper and for bringing together such a wide range of perspectives from around the world.

Best regards,

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