

Welcome to the July 2026 PMWJ ¹

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PMWJ Managing Editor

Welcome to the July 2026 edition of the PM World Journal (PMWJ), our 166th monthly edition. This month's PMWJ is another diverse and interesting edition, with 60 new works by 73 different authors representing 20 different countries. The new additions this month bring our totals to 5,851 works by 2,329 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library. Actually, a few more works may be added after we go to press.

Introduction

I have to say, this month's edition must be the limit on works we publish each month. I've made some improvements, for example, categorizing the Featured Papers, but 60+ works are too many for me to edit, format and post. I'm also going to have to take a harder position regarding acceptance of unformatted or poorly formatted manuscripts. Our Author Guidelines state that all works must be submitted in our standard format, so it's apparent that we are still having works submitted by authors who have simply not read our Author Guidelines. I'm going to have to start rejecting works that will require hours to clean up and format properly. Maybe that will help.

If and when we find a new home for the PMWJ and Library, that is someone to acquire these increasingly valuable assets, I will make some operational recommendations. Publication of the PMWJ should require at least two people to do the work, possibly more if scaling is desired. We may also need to rethink my emails blasts to former authors and subscribers; rather than emailing the table of contents each month, perhaps a simple notice or the welcome article will suffice. The emails are getting too large and unwieldy.

At the same time, I am thrilled that the PMWJ is becoming more popular, based on the increases in both manuscripts received as well as traffic on our websites. I'm pretty sure, most of the growth is organic, as we don't advertise anywhere. I also think the quality of the PMWJ contents remains high, with some very experienced and reputable PM leaders contributing articles and papers each month. So thank you to our authors, and to those of you who are passing the word. The *PM World Journal* is a high quality, educational project management publication that is also easy to submit works to. So please, share your knowledge and experience; review What We Publish under the ABOUT tab on the peworldjournal.com website, then just email your final draft to me. There is still so much to learn in the PM field, so share what you know and read works by others. It's a big world; we don't yet know everything, so let us read, share, learn and grow together.

¹ How to cite this work: Pells, D.L. (2026). Welcome to the July 2026 PMWJ; *PM World Journal*, Vol. XV, Issue VII, July.

Now, this month in the Journal

In addition to my Welcome article, we begin with a new contribution From the Executive Editor's Desk. **Miles Shepherd** in the UK, who assumed the new role when we started our Peer Review program last year, offered to share the load this month. He's targeted case studies for more attention. Read his short editorial, then consider how you can share information about one of your projects.

Two **Tributes** are included this month, for two giants in the project management professional world. **Klaus Pannenbäcker**, IPMA Fellow, was past president and honorary Chair of the German PM Association (Deutsche Gesellschaft für Projektmanagement) and past president and chair of IPMA. **Max Wideman**, PMI Fellow, former president and chair of PMI, was recognized worldwide for his continued writing and contributions to the PM field over the last three decades. Both Klaus and Max were friends and Honorary Global Advisors for the PMWJ and its predecessor the *PM World Today* eJournal (2006-2012). We couldn't let their passing to by without due recognition, from us and their friends and colleagues. Please read some last word about these PM pioneers of modern project management.

Three **Letters to the Editor** are included in this edition. I am very happy to be receiving more feedback on both the overall contents of the journal, and on some specific contents. The great thing about feedback, and letters to the editor for that matter, is that new information or knowledge is always included. We can learn what others think about some topics, and also why. It seems to me that many project management issues are more like Rubik's cubes than coins with only two sides. Some issues have many dimensions, not all of which we see sometimes.

20 **Featured Papers** are included this month. In order to help readers find topics and papers of interest, I have created some categories for these significant research papers, simply based on the topics this month. Those categories are (1) General PM Methods, Models, Topics; (2) PMOs – Programme, Portfolio and Project Management Offices; (3) Governance of Programs & Projects; (4) Educational, Environmental, Public Social Topics; (5) Project Cost, Schedule, Scope, Quality Management; and (6) Construction, Engineering, Infrastructure Topics. I hope this helps you zoom in on topics of interest a little more easily. I think all of these papers are worth reading, as I have. In particular, I would point out **Bob Prieto's** monumental new paper titled "Quantum Fragility Index", the three excellent papers on governance, and the paper by **Ahmad Khall Khanji** titled "Tailoring for Fracture: Applying PMBOK® 8th Edition's Tailoring Framework for Project Management in Post-War Peacebuilding Contexts: The Case of Syria." This entire section is highly useful with solidly authored content.

One **Peer Reviewed Paper** was approved for publication this month. "The Genoa Model: Lessons in Emergency Infrastructure Governance for Project Management Practice" is authored by **João Pettená do Carmo** in Sao Paulo, Brazil. Not only did this paper pass a stringent peer review process, but it is actually very significant. If you have any interest in infrastructure rebuilding or governmental recovery after a natural disaster, this paper will be very useful.

Five **Series Articles** are included by authors in five countries, all of whom are well known experts in the PM field. **Oliver Lehmann** in Germany has authored another very interesting article titled “Sponsoring Project Business”. **Dr. Hugo Minney’s** contribution this month on the general subject of “Sustainability and Regeneration in Projects” is titled “From sustaining to regenerating: community development as partnership.” **Antonio Nieto-Rodriguez** in Spain has authored “Why AI Makes Project Leadership More Human, not Less” Antonio always makes us think in new ways, which is both fun and interesting. **Dawn Mahan** and **Jerry Manas** in the USA are back with their second article based on their *Projectland Goes to the Movies* bestselling book, this one titled “Five Leadership and Team Lessons that Movies Teach Exceptionally Well.” Finally, **Yasmina Khelifi** in France offers some useful career advice in “Resist Complacency”. Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Six good **Advisory Articles** are included this month, by authors in Canada, Italy, South Africa, the UK and USA. Topics vary widely, but all deal with common issues that many of you may be dealing with. One even deals with AI; who would have guessed?

Three **Commentary Articles** are again included this month, also by authors in multiple countries. The international variety of our authors, topics and contents gets so interesting, to me and I’m sure to many of you. How many of you/us realize that PM practitioners in Bulgaria, Canada, Italy, South Africa, UK and elsewhere are dealing with the same issues as we are in the U.S.? That may be the most interesting aspect of reading the PMWJ each month, as it is for me on the production end.

Two significant works are included in our **Case Studies / Lessons Learned** category this month. “A Remarkable Public-Private Partnership: A Case Study – Part II” is a follow up on his part one review of a major American highway infrastructure program by **John Criag**. “The A-12 Cost Overrun” by **Wayne Abba** is a historically important reconstruction of how the U.S. Navy’s A-12 Avenger II carrier-based stealth bomber acquisition went south in 1990, costing the U.S. government and taxpayers billions.

Two **Stories** are included this month too. **Alan Stretton** reflects on some personal aspects of his long and storied career, beginning in the Australian buildings industry and ending in academia and personal writing, in “Some personal reflections on contributions of certain ‘hidden’ innate traits to important segments of my career.” **Dr. Ken Smith** in Manila may be running out of technical topics, so he has offered the first of several promised tales from his adventurous career. This first one is titled “Rice Production, Rats and a Consumption-Function Conundrum”. Ken seems to have a great sense of humour but some readers may not make it to the end of this one.

Six **Reports** help fill this month’s Journal. We welcome APM CEO **Adam Boddison’s** APM Update for PMWJ readers title “Growing our influence, strengthening our community.” **Sebastian Wieschowski** has weighed in with “Complexity as a Strength: Why Project Management Needs more than planning” in his ‘Project management Update from Germany.’ **Yamanta Niroula** has authored another blockbuster report from

Kathmandu with “Nepal’s ‘Quad Project’: Four Development Corridors, One Ambitious National Plan.” **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as Odds & Ends, Not So Good News, Other Project News, Professional Society 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 Madrid has authored a short report on “PMI Madrid Chapter June monthly meeting makes a difference with Creative Leaders”.

This month we increase our republication of conference papers in our **Second Editions** section. Three were originally presented at the 1st International Conference, The Quantity Surveyor’s Edge, organized by the Department of Quantity Surveying, Enugu State University of Science and Technology, Enugu, Nigeria during 25-26 June 2025, Three are also from the recent 18th UT Dallas PM Symposium here in Texas. I had the opportunity to select papers on topics from both events that I think will be of interest to some readers from both conferences. These are all fully researched and high quality papers, so please take a serious look. The authors have all been happy to have their papers republished in the PMWJ, so a win-win-win in my book.

One new **Book Review** is included this month, on *The Art of Gathering: How We Meet and Why it Matters*”, the book authored by Priya Parker and reviewed by Sandra Rojas.. A few **Recent News** articles related to project management are also included. Of particular note, don’t miss the articles about new books and research reports.

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) and Managing Director of the PM World Library (www.peworldlibrary.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@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/>