

Welcome to the August 2026 PMWJ ¹

David L. Pells
PMWJ Managing Editor

Welcome to the August 2026 edition of the PM World Journal (PMWJ), our 167th monthly and 14th anniversary edition. This month's PMWJ is another diverse and interesting edition, with 56 new works by 63 different authors representing 20 different countries. The new additions this month bring our totals to 5,907 works by 2,861 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Introduction – Scaling Up, Then What

In truth, I am writing this welcome before all contents have been posted in the journal, so the above numbers may end up or down a few. Three papers are awaiting final approval by authors, which may come in before the day is out. But as it is 6 August, I already feel too late this month. We haven't changed processes; it's just the increasing numbers of submissions. Clearly our visibility and reputation are growing, as we are getting submittals by more new authors, 28 this month alone. This is all positive, but it's requiring us to take scaling up more seriously. What happens when the numbers keep growing each month?

Our cutoff date is now the 20th of each month, as it has been for years. But it's now a hard stop date for accepting more submissions. Any manuscripts received after the 20th of each month will go into the queue for the following month's edition. Exceptions can be made for correspondents, series authors or regular contributors whose submissions are in our standard format. The problem is with new submittals that have to be reformatted, some of which take hours. It seems that too many new authors haven't read our Author Guidelines on the PMWJ website. Please, read our publishing policies and processes and Author Guidelines under the ABOUT and AUTHORS tabs on the journal homepage.

All these issues and especially the growth of the PMWJ are forcing us to get more serious about finding a new home for the PMWJ and Library. Production is becoming too much work, even with Miles now helping so much. We don't plan to give the journal and library away, since too many simply value something based on how much they pay. Neither do we want to be inflexible or unreasonable. We want the journal and library to continue to grow. I personally feel that they have become world class resources for sharing knowledge and continuous learning in program and project management. These can immediately provide a PM association, university or corporation with global reach and visibility and a massive database of PM content in the library. If you have an interest or have questions, please contact me at editor@pmworldjournal.com

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

Now, This month in the Journal

In addition to this welcome article, **Dr. Miles Shepherd** has provided another short “From the Executive Editor’s Desk.” Miles, who is leading our Peer Review Program, has become more involved with reviewing papers submitted for publication. He offers some useful advice here for both new and experienced authors. Thank you, Miles.

Three **Letters to the Editor** are included in this edition. Please read the wonderful one from **Yamanta Niroula** in Kathmandu, who has perfectly captured what we have been trying to achieve each month. **Dr. Ken Smith** in Manila responds to a recent article on probability estimates. **Ken Baine** in Canada shares some information about his book on applying guidance in the recent PMBOK Guide, 8th edition. Thank you to these three readers; I hope more of you will offer feedback on what you read in the PMWJ.

11 **Featured Papers** are included this month, by authors in five countries. The papers are grouped into three subsections this month, as follows: Governance of Programs and Projects; Project Cost, Schedule, Scope and Quality Management; and Construction, Engineering and Infrastructure Projects. Each month, the groupings will be determined by the primary subjects of submitted papers. Featured papers are a mix of academic and professional research, by professors, graduate students and very senior project management practitioners. I want to point out the paper by **Dr. Alexandre Rodrigues** in Portugal, who came to us via **Wayne Abba**, a colleague and friend of many years who is also an Honorary Industry Advisor. A summary of Alexandre’s paper on “Applying Earned Value Management to Firm Fixed Price Contract...” has been presented to the U.S. Government’s GAO (Government Accountability Office); the full paper has now been published in the PMWJ for access by GAO officials and others, an honor for us as well.

Rather than mention all of the other titles and authors, I can say that these are all substantial, fully referenced research papers representing many hours of research and writing. Please review the titles and summaries and read one or two. The categorical grouping should help you find those of interest more easily.

Two **Peer Reviewed Papers** were approved for publication this month. “The Signal Gap: Why Initiative Drift Goes Undetected and What it Costs Organizations” is by **Caran Bradshaw** in Atlanta, Georgia, USA. “The Register Has No Memory: Pricing the cost of an independent assumption on HS2, and a low-cost correction available to any project” is by **Nikhil Dhand** in Delhi, India. Both of these authors thanked the PMWJ and our reviewers for helping them improve their papers. These papers also prove that academic-quality papers can also provide very useful practical information, which is what the PMWJ is all about. Thank you Caran and Nikhil, and congratulations.

Seven **Series Articles** are included by nine authors in seven countries, all of whom are well known experts in the PM field. Two of them are short articles introducing major new series this month; each is accompanied by the first article in the two new series, as follows: “AI in Project Management” is the new series by **Dr. Prasad Kodukula** and **Guz Vinueza**, whose first article is titled “The Landscape, the Opportunity, and the Limits”.

“Young Changemakers Cases Series” is created, introduced and coordinated by **Evelyn Chao**; the first series article by Ms. **Anvi Palav** is titled “Too Young to Rent a Car, Old Enough to Change the World with BioMedizone”. Evelyn is a dynamic high school senior in Washington, DC; Anvi is a highly motivated young college student in New Jersey. Evelyn plans to collect and coordinate similar cases of successful student projects; we hope to publish them as frequently as she and they can provide. Each case will also include a commentary by an academic or professional leader. The commentator for Anvi’s case this month was **Prof Yan Xu, PhD**, Spelman College, Atlanta.

Of course, the other three series article this month are also worth mentioning. **Antonio Nieto-Rodriguez**, our world-famous monthly contributor this year, has penned “The Success Illusion: Why ‘On Time and On Budget’ Tell You Almost Nothing”. It’s brilliant and entertaining, as usual. Speaking of entertainment, the series based on “Projectland Goes to the Movies” by **Dawn Mahan** and **Jerry Manas** is highly recommended. Their article this month, “Turning Movie Moments into Practical Lessons” might help you score some points with co-workers (or class if you are a teacher), making everyone smile in the process. Finally, **Dr. Jude Joseph** in Canada has provided the Project Business article this month, via introduction from **Oliver Lehmann**; Jude’s article is titled “Managing and Resolving Crisis in the Project: Crisis at the Organizational Interfaces of a Cross-Corporate IT Project.”

Four **Advisory Articles** are included this month, all by very experienced American PM professionals. **Dr. Bill Moylan**’s article, “Applying ‘the Algorithm’ of Elon Musk to Project Management: Learning from the Master Manipulator”, will entertain and enlighten you. “The Importance of Early Warning Signs” by **Dr. Harold Kerzner** and **Dr. Al Zeitoun** provides useful advice for everyone. **Jeff Oltmann**’s article “Why Team Learning Often Fails to Scale”, answers a very common question in organizations. “Health Care Planning, Design and Delivery, Series Guide 1” by **Bill Jackson** is for those involved with developing hospitals and other healthcare facilities.

Five **Commentary Articles** are also included this month. Commentaries are opinion pieces by experienced and knowledgeable PM professionals and leaders, and are always interesting. That is especially true this month. **Dr. Thomas Walenta**, PMI Fellow in Germany, leads off with a real killer: “Budgets Kill Projects: Challenging the common belief that all projects benefit from budgets.” **Alan Stretton** in New Zealand has contributed another deep take on strategy with “Improving organisational strategic success: 1. By extending internal project management capabilities.” New author **Dzmitry Dudzin** in Poland has authored the timely and insightful “Why the AI Race in Project Management is Shifting Accountability Away from Humans and Onto Flawed Algorithms”. **Sudhakar Shivaraju** has authored “Turning Projects into Products: Making Delivery Stick in Complex Organizations.” “Snow Flake of Risk could change Risk in Project Management” is by **Gareth Pugsley** in the UK.

Two papers in our **Case Studies / Lessons Learned** category are included this month. “Cross-Industry Scenario Planning Lessons: Insights for Project Managers in the AI Era” is by **Alicia Morgan** in the U.S. “The Renovation of Germany’s Deutsches Museum: An Empathetic Battle” is a wonderful project story by **Sebastian Wieschowski** in Germany.

One **Story** is here, another one from his former life working for USAID, by **Dr. Ken Smith** in Manila. This one is titled “Post-Harvest Post Mortem.”

Eight **Reports** can be found in this edition, six by reliable PMWJ correspondents in Italy, Brazil, UK, Finland, Spain and Turkey. **Alessandro Quagliarini** in Rome has provided his latest quarterly update on all major PM professional bodies around the country, including three PMI chapters, IPMA Italy and ISIPM. This is a really great and informative report. **João Pettená do Carmo** in São Paulo has authored “Governance Takes Center Stage: São Paulo’s Project Management Market at Mid-w026”. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering projects and info under several broad categories; 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 and the Kruunusillat [Crown Bridges] projects (multiple new bridges in and around Helsinki). **Dr. Alfonso Bucero** has reported on “Which are Best Universities to Study Project Management in Spain?” I think he lists them all. **Ipek Sahra Ozguler** in Istanbul has provided a report titled “After EURAM 2026: Navigating High Waters – Managing in an age of disruption.” Also included this month are newsletters from the PMI Dallas Chapter in the U.S. and I2P2M in India.

In the **Second Editions** section, three papers are included by authors who delivered them along with session presentations at the 18th UT Dallas PM Symposium in Texas in May. Three more are from the 1st International Conference, The Quantity Surveyor’s Edge, Department of Quantity Surveying, Enugu State University of Science and Technology, Enugu, Nigeria, June 2025. The three UT Dallas papers are included in the August PMWJ going live today. The three ESUT papers will be added as they come in over the next few days.

Five **Book Reviews** are included this month, four by members of the PMI Dallas Chapter and an important one by **Prof Shankar Sankaran** in Australia. Shankar has reviewed the 2025 book on “AI in Project Management” by **Dr. Prasad Kodukula** and **Guz Vinueza**, who are also the authors of the new series on the same topic launched in the PMWJ this month. The PMI Dallas book reviewers this month at **Nicole Thomas** (Megaproject Management), **Patt Chowdhury** (Case Studies on Project management in Practice), **John Jeter** (Project & Production Scheduling), and **Sunil Kumar Suvvari** (Project Management Metrics, KPIs and Dashboards).

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about

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/>