

Improving organisational strategic success: 1. By extending existing internal project management capabilities ¹

By Alan Stretton

INTRODUCTION

This is the first of two articles under the broad title of “Improving organisational strategic success”, which look at extending existing roles of project management to help this process. This first article is concerned with potential for extending existing internal project management (PM) capabilities to help achieve strategic success. The second article will be concerned with potential for expanding externally delivered project management services to help achieve such success.

This article will first look at some attributes of organisational strategies, noting that they are largely implemented via projects, but that a high percentage of them fail. We will then look at causes of such failures, which are related to the five stages of an organisational strategic management framework, as recorded in one of my previous articles. These will essentially form a core reference point for following discussions.

Turning to links with existing internal PM capabilities, the latter are so varied that we need to find a reasonably representative type of such capability. We propose that Project Management Offices (PMOs) would appear to be the most representative candidates, particularly in view of their increasing prominence in many organisations. We then discuss a recent contention that there is a high level of poor recognition of the strategic value of PMOs by top-level management in many organisations.

This will lead us to look at four recorded causes of strategic failure which are attributed to top-level management deficiencies. By far the most important of these is the separation of strategy formulation (‘choosing’) from implementation (‘doing’). We will look at problems with translating strategic intentions into the “right” actions for success, and discuss Nieto-Rodriguez’s proposal for a Chief Project Officer (CPO) to address this issue. This can be seen as a very substantial extension of usual PMO ranges of activities, and I will describe this as a CPO-led PMO role. This role, and its link to helping resolve the above “separation” cause of failure, will be illustrated in the context of the basic organisational strategic management framework

We will then go on to look at three other cause-of-failure groups recorded in Figure 1 where CPO-led PMOs should also help. These relate directly to the causes of failure in

¹ How to cite this work: Stretton, A. (2026). Improving organisational strategic success: 1. By extending existing internal project management capabilities, Commentary, *PM World Journal*, Vol. XV, Issue VIII, August.

Stages 2, 3 and 5 of the strategic management framework, and there appear to be ample opportunities for this extended form of project-related help to further contribute.

Finally, we take a brief look at some apparent impediments to extending the scope of CPO-led PMOs, and Priena's emphasis on the relevance of cognitive issues.

SOME ORGANISATIONAL STRATEGY ATTRIBUTES, AND CAUSES OF FAILURE

Organisational strategies are largely implemented via projects

One of the main contexts in which projects have long been discussed in the project management literature is that of being a principal means of helping implement organisational business (or equivalent) strategies. From a project perspective, Dalcher 2016c expressed the connection with organisational strategies as follows.

Projects link to emerge from and pertain to organisational strategies and plans.

From an organisational strategic perspective, Kaplan & Norton 2008:103 put it this way.

Strategic initiatives are the collections of finite durations discretionary projects and programs, outside the organization's day-to-day operational activities, that are designed to help the organisation achieve its targeted performance.

It should be emphasised here that, although projects are generally an integral component of strategic initiatives, they are not the only components. Other non-project inputs are invariably needed to be able to achieve strategic objectives – as discussed in some detail in Stretton 2019a, for example. And, although projects are often the dominant components of strategic initiatives in many contexts, in some other contexts they can be relatively minor components. This was also discussed in Stretton 2019a, and more recently exemplified in this journal by Tain 2026, in the context of some asset-intensive industries.

I have therefore preferred to use the terminology *strategic initiatives* instead of their component programs and/or projects, to ensure that other strategic work is being specifically recognised and catered for.

The majority of organisational strategies are not successfully implemented

Dalcher 2016c put the situation regarding implementation of organisational strategies at the time quite directly as follows

The majority of strategies fail to be implemented and deliver the benefits envisaged at the outset. Put plainly, most strategies are not fit for purpose.

Rather more specifically, Dalcher 2018 quoted from Sull et al 2015 as follows.

.... multiple studies indicate that between two-thirds and three-quarters of large organisations struggle to implement their strategies. Similar figures are regularly quoted in most strategy textbooks.

Three other sources quoted in Stretton 2020c put the failure figure at around 90%. Hopefully such failure rates may have improved since then. However, there is little cause to believe that they would have improved sufficiently to radically change what can reasonably be described as alarming rates of strategy failures.

Some causes of failure in implementing organisational strategies

Stretton 2020c identified multitudinous causes of failure to effectively implement organisational strategy. A total of 61 contributors to failures were recorded, which were then rationalised and amalgamated into some 20 more generalised causes of failure to effectively implement organisational strategy. These causes were mapped onto a five-stage basic organisational strategic management framework which I have been using for many years, all as shown in Figure 1 below.

TOP-LEVEL MANAGEMENT RELATED CAUSES OF FAILURE				
✚ Top-level management leadership/ ownership/ support/ communication failures ✚ Top-level governance failures ✚ Top strategic management coordination/ integration/ leadership/ communications failures ✚ The separation of strategy formulation ('choosing') from implementation ('doing').				
A BASIC ORGANISATIONAL STRATEGIC MANAGEMENT FRAMEWORK				
1. Establish and shape strategic objectives	2. Develop strategic initiative options, evaluate, choose best	3. Elaborate & define chosen strategic initiatives/projects	4. Develop & execute strategic initiatives/projects	5. Achieve strategic outcomes
• Establish broad overall organisational strategic objectives • Identify specific strategic outcomes to help achieve overall strategic objectives	• Develop alternative strategic initiatives & projects to achieve specific strategic outcomes • Evaluate alternative initiatives, and choose the best	• Elaborate and define requirements for component programs/projects and other strategic work • Check feasibilities	• Plan, develop, and execute component programs/projects and other strategic work • Deliver outputs	• Convert outputs into specific strategic outcomes
✚ Unrealistic expectations ✚ Overzealous advocacy ✚ Lack of effective engagement with stakeholders ✚ Funding difficulties ✚ Failure to establish clear, realistic, prioritised strategic objectives	✚ Evaluation of proposals driven by initial price rather than long-term value ✚ Failure to include all required business changes ✚ Failure to develop a range of credible/ genuine options ✚ Unrealistic cost estimates and/or benefits forecasts	# Problems with technology # Poor systems and/or value engineering # Poorly defined requirements	✓ Lack of skills and proven approach to project management and risk management ✓ Too little attention to breaking development and implementation into manageable steps ✓ Poor contract management	✚ Failure to adequately address transition management

Figure 1. Mapping the most prominent generalised causes of failure to effectively implement organisational strategy onto an organisational strategic management framework (Stretton 2020c)

It can be seen that the causes in Stage 4 are directly concerned with deficiencies in project management per se. Hopefully these may have improved in more recent times. But it would appear that there will always be room for further improvement in direct project management activities – and thence in the contribution of their outputs to the achievement of organisational strategic outcomes.

Most of the earlier causes of failure are not directly project related. However, in some contexts, several of them have often been overcome, or at least ameliorated, by existing internal project management capabilities. This suggests that extensions of such capabilities might contribute further to the achievement of strategic objectives

However, the format and scope of internal project management functions can vary enormously between different organisations, so we first need to suggest a format which would be reasonably representative, as a base for further discussions. I am proposing that a Project Management Office (PMO) – formal or informal – would fill this role, as now discussed.

PMO's AS REPRESENTATIVE OF INTERNAL ORGANISATIONAL PM FUNCTIONS

Increasing prominence of Project Management Offices (PMOs) in organisations

Prensa 2026 discusses “Cognitive foundations for recognising strategic value in Project Management Offices [PMOs]”. Prensa first discussed the increasing prominence of PMOs in large organisations, as illustrated in the following two quotations.

Project Management Offices (PMOs) have become standard organizational entities in many institutions, serving as a central mechanism for coordinating projects, programs, and portfolios.

Industry research indicates that a substantial majority of medium and large organizations operate some form of PMO capability. Studies conducted by global consulting firms suggest that between 80% and 90% of large organizations have implemented centralized project governance structures, typically embodied in a PMO.

Poor recognition of the strategic value of PMOs in many organisations

Penza then points to a lack of recognition of the strategic value of PMOs, as follows.

Yet adoption has not translated into consistent recognition of strategic value. Many PMOs continue to struggle to be seen as contributors to enterprise value, despite their formal role in governance and delivery.

Wake 2017 put the situation with PMOs rather more bluntly, as follows.

You [people in PMOs] just generally hang around waiting to be told what to do.

In the circumstances described by Prensa, PMOs would most certainly struggle to actually become meaningfully involved in earlier strategic work.

This lack of recognition is mainly by top-level executive management

It should be noted that Prensa is specifically concerned with how executive leaders interpret the PMO's contribution at a strategic level.

How executives perceive the PMO shapes whether its contribution is recognized as strategic, marginal, or merely administrative.

Prensa's executives, or executive leaders, would presumably cover top-level general management, as well as strategic management executives, if the latter are in place.

It therefore seems reasonable to suggest that instances of their failure to recognise PMO contributions as having strategic value could be a specific example of more general top-level general and strategic management contributions to failures of strategic initiatives, as depicted in the upper part of Figure 1 above. We will now briefly discuss each of these four senior-management-related causes of failure in turn.

TOP-LEVEL MANAGEMENT-RELATED CAUSES OF STRATEGIC FAILURE, AND LACK OF RECOGNITION OF PMO POTENTIAL TO HELP

Top-level management leadership/ ownership/ support/ communication failures

Failures in top-level general management leadership and support would seem likely to include lack of recognition of the strategic value of the PMO.

Top-level governance failures

Regarding governance failures, the following quotation from Prensa 2026 indicates that there may still be problems at the top-level general management area.

Many PMOs continue to struggle to be seen as contributors to enterprise value, despite their formal role in governance and delivery.

Top strategic management coordination/ integration/ leadership/ communications failures

If a separate strategic management unit is in place, these types of causes of failure are harder to understand. However, their presence would almost certainly inhibit due recognition of the relevance of PMOs to their function.

The separation of strategy formulation ('choosing') from implementation ('doing').

This cause of failure could well be seen as relevant to the more detailed causes-of-failure shown below Stages 2 & 3 in Figure 1. In practice, it is an all-too-common cause of failure, as so many of my colleagues can attest. This is also echoed in the literature, and I will draw on a couple of recent publications in the following more detailed discussions on this important topic.

THE SEPARATION OF STRATEGY FORMULATION FROM ITS IMPLEMENTATION: A TRANSLATION ISSUE, AND RECOMMENDED PM-RELATED AMELIORATION

Problems with translating strategic intentions into the “right” actions for success

This separation is also directly applicable to problems several writers have identified arising from what can be described as translating strategic intent (formulating strategy) by top-level management into the “right” executable portfolios of programs, projects and other strategic work by implementation teams (implementing strategy).

Over a decade ago, Jenner 2015 quoted Martin 2010, who put the situation rather bluntly, as follows.

Others [causes of project/strategic failure] include: the separation of strategy formulation (‘choosing’) from implementation (‘doing’) which according to Martin [2010], “*almost guarantees failure*”;

Recent articles by Hernandez 2026 and Nieto-Rodriguez 2026 in this journal have both been concerned with the above problem. Hernandez expressed it this way.

You see how a strategic intention leaves a leadership meeting as one thing and arrives at the delivery team as something different. Not because anyone was careless or misleading, but because the space in between was never deliberately designed. In that gap, interpretation takes over.

Nieto-Rodriguez states the basic problem as follows

The real failure occurs in the translation—from intention to action. And that translation happens in one place: the project portfolio.

I will pursue the arguments of Nieto-Rodriguez in the following, as he very specifically sees an extended PM service-type role as a key to solving this particular problem. In short, he advocates having a Chief Project Officer (CPO) as the top portfolio manager.

Nieto-Rodriguez’s use of the descriptor portfolio is in the sense of what Stretton 2022b described as strategic investment portfolios. He does not specifically mention Project Management Offices (PMOs), which Prenza describes above as “a central mechanism for coordinating projects, programs, and portfolios”. But they evidently cover much the same ground, so that Prenza’s discussions about PMOs should also broadly cover the territory of Nieto-Rodriguez’s Chief Project Officer (CPO).

In the discussions and figures that follow, I will generally use the shorthand descriptor “CPO-led PMO” to cover the above roles (in the hope that Nieto-Rodriguez would not disapprove of this abbreviation/amalgamation).

Representing the role of the CPO-led PMO in the strategic mgt. framework

I have linked the role of the CPO-led PMO with the separation-of-strategy- formulation-from-implementation cause of failure within the basic organisational strategic management framework, and different broad management responsibilities, as follows.



Figure 2.. Separation cause of failure linked with CPO-led PMOs, and different management roles

A note on the role of Nieto-Rodriguez's Chief Project Officer (CPO)

Nieto-Rodriguez emphasises that the CPO is not simply a senior project manager. He described it as a strategic role responsible for not only translating strategy into a coherent portfolio, but also for then ensuring prioritization across the enterprise; aligning resources with strategic intent; enabling dynamic reallocation; and driving value realization

This description of what is involved in the top portfolio management role is very similar to that described by Dalcher 2020

Portfolios offer an established way of organising, prioritising and delivering streams of work according to strategic intent. Effective development and management of portfolios demand strategic awareness, new skills and different mindsets that transcend beyond traditional project mindsets.

Nieto-Rodriguez's insistence of the key importance of this role in translating intention into action is also supported by Dalcher 2020, as follows.

Portfolios enable a greater focus on strategic aspects, outcomes, benefits and values. Indeed, portfolios can be effectively positioned as the connecting layer between business strategy and project execution, providing the flexibility, visibility and authority needed to translate policy and strategy in informed, effective execution.

Now, I understand that there are already some project people who have moved into the top portfolio management role. But I have no data at all on how frequently this has happened, and with what success. However, the earlier discussions about Prenza's findings on the lack of recognition of the contribution of PMOs to strategic issues suggests that such movements have been comparatively rare, in spite of there appearing to be very strong arguments in their favour.

So, it would appear that the above role of the CPO in CPO-led PMOs is not yet widely practiced. I do not know to what extent this may, or may not, apply to such potential extended interactions by PMOs in relation to many other causes of strategic failure depicted in the lower section of Figure 1. We will look at some of these in the following section.

OTHER CAUSE-OF-FAILURE AREAS WHERE CPO-LED PMOs COULD HELP

Before linking CPO-led PMOs with other causes of failure to implement organisational strategies shown in Figure 1, I will illustrate how these links will be presented in Figure 3 following. The above connection between a CPO-led PMO and the "separation" cause of failure will be illustrated as shown on the right. Other links with the causes of failure in the lower section of Figure 1 will be similarly illustrated, as shown in Figure 3 below.

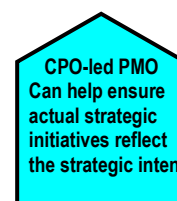


Figure 3 shows the above connection in the context of the format of Figure 1. It also shows other potential connections between a CPO-led PMO and some of the causes of failure in the lower section of Figure 1, in the format outlined above.

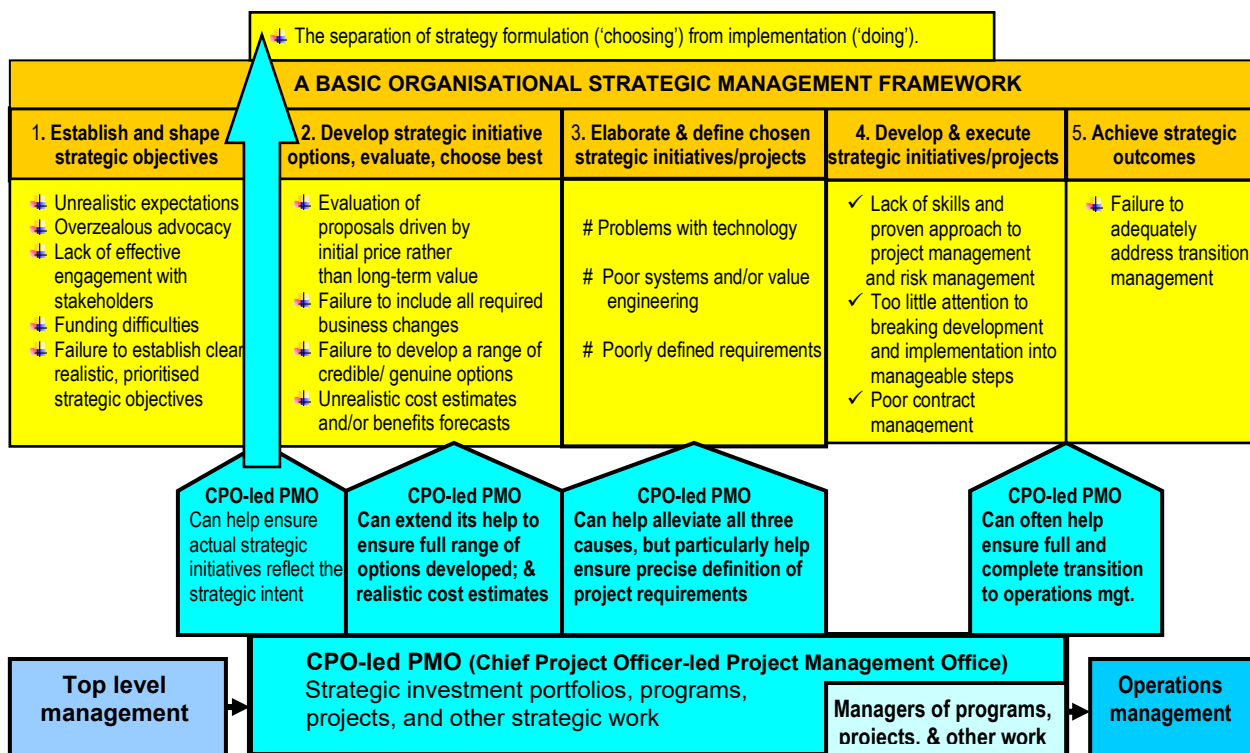


Figure 3. Illustrating CPO-led PMO potential to help in some other cause of strategic failure areas

Re causes of failure in strategic management Stage 2

I do not know how often normal PMOs get involved in activities related to Stage 2 of the strategic management framework – but suspect that it is relatively seldom, as this is normally the domain of strategic management specialists. However, this is a critically stage.

CPO-led PMO
Can extend its help to ensure full range of options developed; & realistic cost estimates

I have nominated the causes *Failure to develop a range of credible/ genuine options*, and *Unrealistic cost estimates* as two areas where a CPO-led PMO could extend the range of its project-related activities to become actively involved in this work. I will have more to say about the importance of these in the context of large complex projects in the second article.

Re causes of failure in strategic management Stage 3

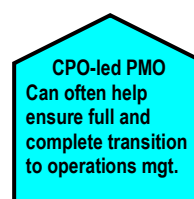
Here again, I do not know how often normal PMOs get involved in activities related to Stage 3 of the strategic management framework. However, I do know that some PMOs only function after receiving definitions of project requirements prepared by others.

CPO-led PMO
Can help alleviate all three causes, but particularly help ensure precise definition of project requirements

All too often, project definitions developed by non-project people are sub-standard. In such cases, a CPO-led PMO could extend the range of its project-related activities to become actively involved in defining project requirements with project know-how built in, as it were.

Re causes of failure in strategic management in Stage 5

The degrees to which delivering project management can help operations management in the transition from delivery to utilisation appear to vary from virtually nil, to very intensive indeed. It would be reasonable to expect a CPO-led PMO to extend the range of its activities to ensure that a full and complete transition to operations management actually takes place.



Concluding note on other cause-of-failure areas and CPO-led PMO help

In reviewing the above, it is important to point out that there are undoubtedly some PMOs which already cover at least some of the “additional” domains discussed above. However, many don’t, so I hope readers will understand that this is why I have described work in these “additional” domains as CPO-led PMO activities, to emphasise the importance of the rather unique CPO role introduced by Nieto-Rodriguez

APPARENT IMPEDIMENTS TO EXTENDING SCOPE OF CPO-LED PMOs

Implications of poor top management recognition of the strategic value of PMOs?

I was particularly interested in Prenza’s discussions on the low level of recognition by top management of the strategic value of PMOs. If this is broadly true of those organisations which have formally constituted PMOs, how much worse might the recognition situation be when there are no formally constituted PMOs? Although Nieto-Rodriguez does not mention PMOs, it seems reasonable to assume that, if Prenza is right, there would be a corresponding inhibition to appointing CPOs as the top portfolio managers. .

Now, the main tenor of Prenza’s article is on the importance of cognitive issues in how executive leaders interpret the PMO’s contribution at a strategic level.

The issue is not only structural; it is also cognitive. How executives perceive the PMO shapes whether its contribution is recognized as strategic, marginal, or merely administrative.

Prenza proposes the following steps by PMO leaders to strengthen executives’ recognition of the importance of their contribution in the strategic context.

By increasing visibility, clarifying attribution, developing coherent strategic narratives, and building executive confidence, PMO leaders can strengthen the strategic recognition and legitimacy of the PMO within the enterprise.

Is cognitive bias a relevant issue?

These steps are all very reasonable, and I doubt that many would argue against them. But I wonder if, on their own, they are enough to really overcome the cognitive issue that Priensa has identified. Although Prensa does not use the terminology “cognitive bias”, Flyvbjerg 2021 has used it in discussing failures in the project context, as briefly outlined in Stretton 2022e. If I have understood him correctly, Flyvbjerg has used *cognitive bias* to describe “the ways in which the human mind subconsciously errs, systematically, when forced to make judgements in uncertain situations”. It seems to me that this subconscious aspect of Priensa’s cognitive issue may also be an important factor in the above. However, I have not seen materials on how such cognitive bias by executives (if they do, in fact, exist) could be effectively addressed in practice.

I conclude with a personal observation. There seems little doubt that cognitive bias not only has a part to play in the above situations, but also in a much wider range of contexts relevant to project management. However, such broader considerations are beyond the scope of this article, and indeed beyond the range of expertise of its author. But it does appear to be a topic which some more qualified people might elect to pursue in the future.

SUMMARY/DISCUSSION

This article first looked at some attributes of organisational strategies, noting that they are largely implemented via projects, but that a high percentage of them fail. We then looked at causes of such failures as recorded in one of my previous articles. These then became a core reference point for most of the ensuing discussions, which were concerned with possibilities for existing internal project management capabilities to be extended to help alleviate such failures.

In addressing internal PM capabilities, it was proposed that PMOs are reasonably representative of such functions, particularly in view of their increasing prominence in large organisations. Importantly, we then noted the high level of inadequate recognition of the strategic value of PMOs by top-level management in many such organisations.

The latter led to first looking at four recorded top-level management-related causes of strategic failure. By far the most important of these was the separation of strategy formulation (‘choosing’) from implementation (‘doing’). We looked at problems with translating strategic intentions into the “right” actions for success, and discussed Nieto-Rodriguez’s proposal for a Chief Project Officer (CPO) to address this issue. I then represented the role of what I have described as CPO-led PMO in the organisational

strategic management framework model, and emphasised the importance of this role in helping alleviate this very prominent cause of failure to achieve strategic goals.

We then looked at three further cause-of-failure groups recorded in the lower section of Figure 1. Regarding the Stage 2 group, I nominated the causes *Failure to develop a range of credible/ genuine options*, and *Unrealistic cost estimates* as two areas where a CPO-led PMO could extend the range of its project-related activities to become actively involved in this work.

In the Stage 3 group, CPO-led PMO could do likewise with active involvement in helping define project requirements. Finally, in Stage 5, it was suggested that a CPO-led PMO could extend the range of its activities to ensure that a full and complete transition to operations management actually takes place.

We concluded by briefly discussing Prensa's recognition of the importance of cognitive issues in the above context, and his proposals to address them. It was suggested that cognitive bias may be an additional factor in these issues, and indeed in a much wider range of project management contexts. This subject is beyond the scope of this article, and well beyond my own range of capabilities. But cognitive bias in these types of PM contexts does appear to be an important enough subject for suitably qualified people to pursue further, and potentially benefit all project practitioners, and PM customers.

REFERENCES

DALCHER, Darren (2020). Thinking in portfolios. *PM World Journal*, Vol IX, Issue XII, December. <https://pmworldlibrary.net/wp-content/uploads/2020/12/pmwj100-Dec2020-Dalcher-thinking-in-portfolios.pdf>

DALCHER, Darren (2018). Advances in project management series: Strategy execution: Overcoming the alignment gap. *PM World Journal*, Vol VII, Issue IV, May. <https://pmworldlibrary.net/wp-content/uploads/2018/05/pmwj70-May2018-Dalcher-strategy-execution-overcoming-alignment-trap.pdf>

DALCHER, Darren (2016c). Thinking in patterns: Problems, solutions and strategies. *PM World Journal*, Vol V, Issue XI, November. <https://pmworldlibrary.net/wp-content/uploads/2016/11/pmwj52-Nov2016-Dalcher-thinking-in-patterns-series-article.pdf>

FLYVBJERG, Bent (2021). Top ten behavioural biases in project management. An overview. *Project Management Journal*, Vol 52(6), 531-546.

HERNANDEZ, Monica (2026). Why Projects Misalign, and the One Shift that Fixes It, *PM World Journal*. Vol. XIV, Issue V. May. <https://pmworldlibrary.net/wp-content/uploads/2026/05/pmwj164-May2026-Hernandez-Why-Projects-Misalign-advisory.pdf>

JENNER, Stephen (2015). Why do projects 'fail' and more to the point what can we do about it? The case for disciplined, 'fast and frugal' decision-making. *PM World Journal*, Vol. IV, Issue III,

March. <https://pmworldlibrary.net/wp-content/uploads/2015/03/pmwj32-mar2015-Jenner-why-do-projects-fail-Featured-Paper.pdf>

KAPLAN R. S. & D.P. NORTON (2008). *The execution premium: Linking strategies to operations for competitive advantage*. Boston, Harvard Business Press.

MARTIN, R L (2010). The execution trap. *Harvard Business Review*, July-August.

NIETO-RODRIGUEZ, Antonio. (2026). Why Portfolio Management Has Become the Real Strategy Function; Reimagining Project Management for a New Era, series article 5, *PM World Journal*, Vol. XV, Issue V, May. <https://pmworldlibrary.net/wp-content/uploads/2026/05/pmwj164-May2026-Nieto-Rodriguez-portfolio-management-as-strategy-function.pdf>

PRENSA, Tony (2026). Executive perceptions and PMO influence: Cognitive foundations for recognising strategic value in Project Management Offices. *PM World Journal*, Vol. XV, Issue IV, April. <https://pmworldlibrary.net/wp-content/uploads/2026/04/pmwj163-Apr2026-Prensa-Executive-Perceptions-and-PMO-Influence.pdf>

STRETTON, Alan (2022e). Revisiting project successes/failures: From behavioural biases to project pork-barrelling by politicians. *PM World Journal*, Vol. XI, Issue V, May. <https://pmworldlibrary.net/wp-content/uploads/2022/05/pmwj117-May2022-Stretton-revisiting-Project-successes-failures-behavioural-biases-pork-barrelling.pdf>

STRETTON, Alan (2020c). Causes of failure to effectively implement organizational strategy, and “project” failure contributions. *PM World Journal*, Vol. IX, Issue III, March. <https://pmworldlibrary.net/wp-content/uploads/2020/03/pmwj91-Mar2020-Stretton-Causes-of-failure-to-effectively-implement-organizational-strategy-1.pdf>

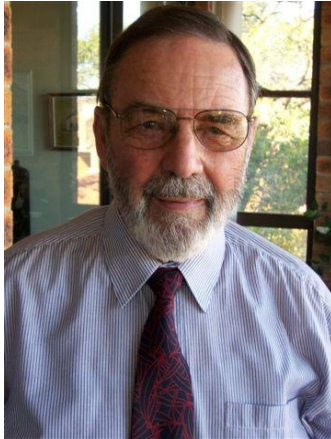
STRETTON, Alan (2019a). Representing “other strategic work” in addition to projects in an organisational strategic management context. *PM World Journal*, Vol. VIII, Issue I, January. <https://pmworldlibrary.net/wp-content/uploads/2019/01/pmwj78-Jan2019-Stretton-representing-other-strategic-work.pdf>

SULL, D., R. HOMKES & C. SULL (2015). Why strategy execution unravels – and what to do about it. *Harvard Business Review*, 93(3), 57-66.

TAIN, David (2026). Operational readiness and outcome assurance: Capabilities for adaptation, risk management and decision-making in asset-intensive industries. *PM World Journal*, Vol. XV, Issue IV, April. <https://pmworldlibrary.net/wp-content/uploads/2026/04/pmwj163-Apr2026-Tain-Operational-Readiness-and-Outcome-Assurance-2.pdf>

WAKE, Steve (2017). The calm before the storm. *PM World Journal*, Vol IV, Issue V, May. <https://pmworldlibrary.net/wp-content/uploads/2017/05/pmwj58-May2017-Wake-calm-before-the-storm-commentary.pdf>

About the Author



Alan Stretton, PhD

Life Fellow, AIPM (Australia)

Auckland, New Zealand



Alan Stretton is one of the pioneers of modern project management. In 2006 he retired from a position as Adjunct Professor of Project Management in the Faculty of Design, Architecture and Building at the University of Technology, Sydney (UTS), Australia, which he joined in 1988 to develop and deliver a Master of Project Management program. Prior to joining UTS, Mr. Stretton worked in the building and construction industries in Australia, New Zealand and the USA for some 38 years, which included the project management of construction, R&D, introduction of information and control systems, internal management education programs and organizational change projects. Alan has degrees in Civil Engineering (BE, Tasmania) and Mathematics (MA, Oxford), and an honorary PhD in strategy, programme and project management (ESC, Lille, France). Alan was Chairman of the Standards (PMBOK) Committee of the Project Management Institute (PMI®) from late 1989 to early 1992. He held a similar position with the Australian Institute of Project Management (AIPM) and was elected a Life Fellow of AIPM in 1996. He was a member of the Core Working Group in the development of the Australian National Competency Standards for Project Management. He has published 280+ professional articles and papers. Alan can be contacted at alanailene@bigpond.com.

To see more works by Alan Stretton, visit his author showcase in the PM World Library at <http://pmworldlibrary.net/authors/alan-stretton/>.

Editor's note: Alan Stretton will celebrate his 100th birthday in November 2026.