

Welcome to the September 2026 PMWJ ¹

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PMWJ Managing Editor

Welcome to the September 2026 edition of the PM World Journal (PMWJ), our 168th monthly edition. This month's PMWJ is another diverse and interesting edition, with 70 new works by 86 different authors representing 25 different countries. The new additions this month bring our totals to 5,976 works by 2,394 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Introduction

It looks like we did it again, set a new record for number of both works published in the PMWJ and authors published this month. Now I mention it not as a great achievement but as a growing challenge. This edition was again two days late due to the increased time it took to edit, format and publish so many articles and papers. It's become too much work for our small team, and perhaps too long to be easily absorbed by readers. So unfortunately, we have to set some new limits: cutoff for works to be included in the next monthly edition will now be the 15th of each month, and all manuscripts received must be in accordance with our Author Guidelines, including our standard format. The formatting of some manuscripts received have been so complicated that it's taken hours to reformat them. That has to change. So anything received without proper formatting will be returned to authors for reformatting.

That said, this edition contains some very very good works. I will discuss those contents below, but first, an important new announcement.

New PMWJ Sustainability and Regeneration Initiative

You may have noticed a new byline at the top of the September edition: "Supporting a Sustainable Future". We are announcing a new Sustainability and Regeneration Initiative for the PMWJ and Library this month. The impact of climate change continues to increase, as demonstrated by the record heat and fires this summer in both Europe and North America (and other parts of the world), along with massive rain storms and flooding. I now think the collapse of the glacier and resulting disaster in Nepal last month was a sample of what may be coming. We are killing ourselves (and future generations) with the impact on the planet of unbridled energy consumption and industrial growth, compounded by continued population growth.

It has now occurred to me and many others that sustainability can no longer simply be considered a separate topic in the project management field, or an add-on for certain

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industries and types (or sizes) of projects. Sustainability needs to be considered during the planning and management of all projects, just like risk, not just construction or production but also technological, social, economic and political programs. The new initiative will include the following:

- New Sustainability Policy Statements on both PMWJ and Library websites
- New Honorary Sustainability & Regeneration Advisory Panel
- Call for Papers related to Sustainability and Regeneration
- Sustainability and Regeneration Section of the Monthly PMWJ
- Increased visibility for Sustainability in the PM World Library (features and changes yet to be determined)

The policy statements will be added in coming days. The new Hon Sustainability and Regeneration Advisor Panel is in the process of being created, with **Dr. Hugo Minney** and **Dr. Karen Thompson** in the UK as first participants. The Call for Papers will be published in a few days; we have already created a Sustainability category for featured papers in the PMWJ. Enhancements to the PM World Library will follow soon. The new initiative will be officially announced in a news release later this week.

I recognize that others have long recognized the need for more focus on sustainability, including the APM, IPMA, PMI and other PM organizations. It was time for the PMWJ to take up the challenge as well. So, while all of this may change with new ownership of the PMWJ and Library, until then we are committed to pointing the PMWJ towards a cleaner and greener future.

This month in the Journal

This is a real blockbuster edition, with many articles and papers worth reading. We start with another short editorial note from **Dr. Miles Shepherd** in his 3rd From the Executive Editor's Desk. In these short pieces, Miles offers some useful advice to authors, and especially to authors of papers seeking peer review. But all current and aspiring authors should read his short messages, now a feature of each edition.

Seven **Letters to the Editor** are included in this edition on new topics, feedback on recent PMWJ articles and papers, PMWJ's new sustainability initiative and one announcement (in the form of a thank you.). Letters to the editor can often be some of the most interesting things we publish and few take long to read. So please do so.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris. Her interview is with **Kimia Penton**, President of the PMI Dallas Chapter, who is also well known to me. But Kimia is much more than a professional leader; she's musician and recording artist, corporate executive and community leader. Read her interesting interview, then check out her impressive website.

25 **Featured Papers** are included this month, by authors in 15 different countries. These good papers are a mix of academic and professional research, by professors, graduate

students and very senior project management practitioners. The papers have been organized in the following broad categories this month to facilitate reading:

- General PM Methods, Models Topics
- PMOs – Programme, Portfolio, Project Management Offices
- AI, IT, Digital, Systems, Technology
- Governance of Programs & Projects
- Educational, Environmental, Public Social Topics
- Project Cost, Schedule, Scope, Quality Management
- Construction, Engineering, Infrastructure Topics
- Resilience, Sustainability, Regeneration, Transformation

Rather than mention all of the titles and authors, I can 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 are fascinating and a couple on significant topics.

Two **Peer Reviewed Papers** were approved for publication and are included this month. **Zeeshan Ahmed** in Ireland is the author of “Towards Intelligent Project Management Offices: A Systematic Literature Review of AI-Driven Analytics and Digital Governance Frameworks in Multi-Site Infrastructure Delivery”. **Dr. Avital Zadok** and **Prof Daphne Raban** are co-authors of “Project Management Knowledge in Online Communities: What Practitioner Posts Reveal About How Project Managers Solve Real-World Challenges”. These are both very well written and interesting papers, a wonderful reflection on our peer review program.

Seven **Series Articles** are included by authors in six different countries. **Oliver Lehmann** in Germany, **Antonio Nieto Rodriguez** in Spain, **Dr. Hugo Minney** in UK, **Dr. Prasad Kodukula** in the USA, **Guz Vinueza** in Ecuador, **Dawn Mahan** and **Jerry Manas** in the USA are returning authors of continuing series articles this month. **Grace Andino** in New York is the author of a new “Young Changemakers Case Series” story this month, and **Massimo Pirozzi** in Italy is the author of “Stakeholders in the AI Era: Who Are They”, the first article in a new series on “The Stakeholder Perspective in the Generative AI Era”. Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Five **Advisory Articles** are included this month, by **Ankur Gupta** (USA), **Kenneth R. Baine** (Canada), **Dr. Harold Kerzner** and **Dr. Al Zeitoun** (USA), **Dr. Alfonso Bucero** (Spain), and **Yogi Schulz** (Canada). Topics range from Program Management when AI handles work to team leadership to career advice to how to use PMBOK8. One or more of these authors offer advice that some of you may find useful.

Five **Commentary Articles** are also included this month. These thoughtful, and thought provoking, articles have been authored by **Alan Stretton** (Australia), **Muhammad Naeem** (Saudi Arabia), **Ayman Sadek** (Egypt), **Dr. Bill Moylan** (USA) and **Sebastian Wieschowski** (Germany). Commentaries are personal opinion pieces by experienced

PM professionals, often supported by personal research and references. I always find it interesting to read what commentary authors have to say, usually not to sell us on anything but rather sharing experience and personal perspectives.

Three very interesting **Case Studies** are included this month, by authors in Brazil, Pakistan and the USA. “Maturity Evolution in Benchmark Organizations: The Embraer Commercial Aviation Case” is by three Embraer executives **Júlio César G. de Abreu**, **Tamires Franoso da Costa** and **Fábio Marcelo Messias**. “From Project Management Diary: Women’s Livelihood Empowerment in Fragile Contexts — A Knowledge Transfer Case Study in Governance, Risk, and Resource Management” is by **Dr. Arif ud din** in Islamabad. “Early Application of Agile Concepts in Project Management to Accelerate Restoration of Post-Katrina New Orleans” is by **Dr. Lewis E. Link**, who was there just after Hurricane Katrina that we all remember so vividly in the U.S.

Three **Stories** are also included this month. **Tom Taylor** in the UK is back with another short educational tale called “A nice day – for a meeting”. **Dr. Ken Smith** in Manila is back with another story from his storied career involving international aid and development; his story this month is titled “Clean Water, Healthy Ways.” New author **Naval Singh** in India has shared a personal story titled “Building My Own Car for the Race” which isn’t about car racing at all, but rather PM.

Three of our most active International Correspondents have contributed **Reports** this month. **Yamanta Niroula** quickly authored a powerful report about the recent disaster in Nepal and implications for PM in “When the Time Runs Out: Project Management Lessons from Nepal’s Flood Disaster”. **Dr. Jouko Vaskimo** in Finland has again brought us up to date in his report titled “Updates about Association of Project Professionals Finland; PMI Finland Chapter; Kruunusillat projects, Hailuoto Causeway.” **Dr. Miles Shepherd** has authored another interesting and (in my opinion) entertaining report on “Good News, Not So Good News, New Projects, Other Project News, Jelly Fish Threat, Natural Recolonisation, Montagu’s Harrier and Beavers to the Rescue.”

In the **Second Editions** section, we’ve republished two papers from the 1st International Conference, The Quantity Surveyor’s Edge, Department of Quantity Surveying, Enugu State University of Science and Technology, Enugu, Nigeria, 25-26 June 2025, and three papers from the 18th Project Management Symposium at the University of Texas at Dallas in May of this year. These are republished for a reason, they are good papers.

Two good **Book Reviews** are included this month, by **Aina Aliieva** in Toronto and **Rene’ Lazarchik** in Texas. A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the news about people, new publications and upcoming events.

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.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/>