Welcome to the November 2026 PMWJ [1]

David L. Pells
PMWJ Managing Editor

Welcome to the November 2026 edition of the PM World Journal (PMWJ), our 170th monthly edition. This month's PMWJ is another diverse and interesting edition, with 50 new works by 60 different authors representing 24 different countries. The new additions this month bring our totals to 6,065 works by 2,440 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Introduction and Centennial Tribute

Before introducing the contents in this edition, it is my pleasure to announce to all of our readers that 6 November was a very special day for Alan Stretton, long time contributor to the PMWJ and a true pioneer in the project management field. Friday was Alan's 100th birthday. Happy Birthday, Alan! Wow, what a milestone. Alan has been contributing articles and papers for PMWJ publication from our first edition in 2012 through this month. See his newest article in the Commentaries section this month. At 100, Alan is still as lucid and informative as anyone I know.

Working for one of the largest and most innovative building companies in Australia in the 1950s and 60s, Alan was involved with some of the earliest applications of modern project management methods in Australia. A founding member of the Project Manager's forum, the forerunner of the Australian Institute of Project Management (AIPM), Alan took an early and active interest in the development of project management standards. He was Chair of the Standards (PMBOK) Committee of the Project Management Institute (PMI®) from late 1989 to early 1992. He held a similar position with AIPM, and was elected a Life Fellow of AIPM in 1996. He was an early member of the Core Working Group for the development of the Australian National Competency Standards for Project Management.

After 38 years in the building and construction industries in Australia, New Zealand and the USA, Alan retired, then joined the University of Technology Sydney where he developed their first master's degree in project management. He contributed to several other Australian universities who were also moving into project management, while maintaining an active engagement with PM societies and thought leaders around the world. He was a contemporary and colleague of the founders and leaders of now the world's largest project management associations, PMI in the United States and APM in the UK.

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I first met Alan at an IPMA (at the time called INTERNET) global congress in Florence, Italy in 1992. I met Alan again along with his wife Ailene at the PMI global congress in Vancouver, British Columbia in 1994. He was a contributor to the late David Curling's pmforum.org website in the late 1990s and early 2000s. He became a contributor to the *PM World Today* eJournal that I edited from 2007-2012. Over the last 20 years, he has not only become our most frequent author and contributor but also a friend and advisor. With his deep experience and vast knowledge about program and project management, he has become a close friend and trusted colleague. I try not to bother him too much anymore, but he has been a wonderful sounding board for ideas and plans, now including the future of the PMWJ and library.

Over the years and through today, his writing has been so good, so well structured, carefully written, clear and pointed. In recent years he has made significant contributions on the relationships between strategic management, project management and operations. The themes that he has developed through his PMWJ articles and papers will help students and professionals for years to come. I believe his authorship and support have been major positive factors for the positive growth and reputation of the PMWJ, for which I will be forever grateful.

For many years, I have wished that I lived closer to him, that I could visit to ask questions, listen to his stories, tell him my own dreams and worries, and benefit from his openness and kindness. He is one of the world's greatest resources in the project management field; I am honored to know him. I encourage all of you to visit his author page (https://pmworldlibrary.net/authors/alan-stretton/) in the library where you will not only find his writings about PM but also his background and experiences. Alan is an icon, a giant in the history and development of modern project management. Congratulations and Happy Birthday, Alan!

This month in the Journal

As we have in recent editions, we begin with another **From the Executive Editor's Desk** editorial by **Dr. Miles Shepherd**. This month, Miles continues to offer advice to writers in his article titled "Presentation Matters". If you are a budding researcher or a new author for the PMWJ, please read Dr. Shepherd's advice each month. It will make your work better, and my work of editing and publishing the PMWJ much easier.

15 **Featured Papers** are included this month, grouped in six industry and topical sub-categories. The papers are again a mix of academic and professional research by professors, graduate students and experienced practitioners, this month representing nine different countries. Three papers are included in the **General PM Methods, Models and Topics** subcategory. **Bob Prieto** (USA), one of the most experienced and senior construction industry executives in the world, is back with another paper related to his new Quantum Project Management theory. His paper this month is titled "Ontological Boundaries of Quantum Project Management: Mapped and Unmapped Analogies, Theoretical Limits, and Governance Implications". **Dr. Ricardo Vargas** (Portugal) has co-authored with **Carlos August Freitas** (Brazil) an interesting new paper titled "The Planning Break-Even Point: When More Planning Stops Paying Off". "The Strategic

Value Gap: Rethinking How Organizations Manage and Measure Strategy-Driven Projects" is by **Widline Luctama-Compere, EdD** (USA).

Two papers are included in the **AI, IT, Science, Technology Programs and Projects** subcategory. **Yousef Isleem** and **Dr. Khamis Al-Romaimi** at the University of Sunderland in the UK are the authors of the research paper titled "Artificial Intelligence for Smart Renewable Energy Asset Management in Jordan: A Comparative Case Study Analysis Based on Asset Management Standards Using MATLAB". **Konstantin Lagutin** (Israel) is back with his new paper titled "Trust, but Verify: Harnessing the AI Bonanza in Industrial Engineering."

Two papers are also included in the subcategory for **Educational, Environmental and Public Social Topics**. "Elaborating Donald Cressey's Fraud Triangle Theory for International Development Projects" is by **Isaac Odhiambo-Abuya, PhD** and **Michael Ouma-Owuor**, both at the University of Nairobi in Kenya. **"**Job-Ready at Every Stage: What Every Generation of Project Managers Gets Wrong About Career Resilience" is by **William E. Hefley, PhD** and **Anna Ladipo**, both at the University of Texas at Dallas in the USA.

Two more research papers appear in the **Project Cost, Schedule, Scope and Quality Management** subcategory, both on the subject of EVM. "Earned Value Management for Storage Tank Overhauls: An EPC Contractor's Perspective" is by **Rahmat Ilham Zazzali** (Indonesia). "Evaluating The State of Earned Value Management Research and Finding Paths Forward" is by **Andrew J. Grandage, PhD** (USA). In many industries and countries EVM is still considered a best practice and is often required on large projects, so these papers should be of interest to many of you.

Five featured papers are included in the subcategory for **Construction, Engineering, Infrastructure Topics**. "ESG in Overseas Construction: Practice Pathways for Chinese Construction Enterprises" is by Cao Zhiwei, PhD (China). "Cost and Schedule Performance of Building Construction Logistics: A study of the current state of Building construction practices on project delivery in South East Nigeria" is by the team of **Ibeawuchi Justin Obinna**, **PhD** , **Prof Nnatuanya Ugochukwu Okonkwo** , and **Duruibe Stanley Chigozie**, **PhD** in Nigeria. Three more are also from the University of Sunderland in UK. "Big Data Driven Asset Management: A Comparative Analysis and Case Study Approach for Smart Grid Energy Management in Sunderland, UK" is by **Victory Egbon** and **Dr. Khamis Al-Romaimi**. "A Programme and Project Management Framework for Predictive Analytics in Electrical Utilities" is by **Godwin Ndem** and **Prof. Al-Romaimi**. "Integrating Risk, Quality and Standards in Infrastructure Project Management: A Northeast Sunderland Case Study" is by **Yu Mon Mon Aung** and **Dr Al-Romaimi**. Thank you, Professor Al-Romaimi, for bringing your graduate and post-graduate students to the PMWJ. I hope more professors will consider doing the same.

In our final subcategory for **Sustainability, Transition, Transformation** topics, we have included a unique research paper from Nigeria. "Root Causes of Industrial Project Abandonment in the Niger Delta: Evidence from Incinerator Plant Project" is by **Ugochukwu Special Ndukwe, Dr. Anyanwu Columbus Ikechukwu, Dr. Gregory**

Chimeze Enyinna, Dr. Echeme Ibeawuchi Ifeanyi, all at the Department of Project Management Technology, Federal University of Technology, Owerri.

Two **Peer Reviewed Papers** were again approved for publication and included this month. "Managerial Competence, Risk Management and Project Success: A Structured Comparative Synthesis of Evidence from Five West African Countries" was authored by **Walubengo Wilberforce Wasike, PhD** and **Walubengo Sylvia Sarah** in Kenya. "The Jurisdiction Confound in Transmission Planning Research" is by **Yarina Bohdanivna Lozynska** in Lviv, Ukraine.

Five **Series Article**s are included by four regular series authors, all recognized experts in the PM field, and one young changemaker. "Culture Is Not Soft. It Is a Filing System. (Reimagining Project Management for a New Era)" is another entertaining and enlightening article by a globally-famous author, **Antonio Nieto-Rodriguez**, now based in Spain. "Never Waste a Trip: Finding Tomorrow's Business in Today's Project" is the latest article in his Project Business Management series by **Oliver Lehmann** (Germany). "From Risk Registers to Risk Intelligence" is the latest instalment by **Dr. Prasad Kodukula (USA)** and **Guz Vinueza (Ecuador)** in their series on AI in Project Management, based on their best-selling book, *The Project Management AI Handbook: Leveraging Generative Tools in Waterfall and Agile Environments, published in 2025*. "AI-Augmented Stakeholder Engagement and Communication" is by **Massimo Pirozzi (Italy**), in his series also based on his latest book *The Stakeholder Perspective: Projects, People and Performance in the Generative AI Era" (2nd Edition).* Lastly but not least is a new Young Changemakers series article titled *"The Globe Review*: Building a Global Community for Artistic Freedom and Inclusive Expression" by **Ms. Blanka Pillár** (Hungary) with Commentary by **Sarbaja Adhikari** (USA). Don't miss reading our series articles, which are often enlightening and entertaining, and always informative.

Eight **Advisory Articles** are included this month, by authors in six different countries. "Structured Problem-Framing as a Leadership Skill in Complex Projects" is by **Flavio Soriano** (Brazil). "Turning international engineering complexity into shared success: Emotional leadership, quality by design and global coordination" is by **Manuel Ancizu** (Spain). "The Project Leader as Coach" is by **Bill Moylan**, **PhD** (USA). "Don't Manage Bad News: The Delivery Lead's Half of the Bargain" is by **Paul Oppong** (Australia). "What AI Can Answer About Your Portfolio" is by **Daniel Piret** (Spain). "Why Every Project Manager Needs to Develop Sales Skills" is by **Alfonso Bucero, PhD** (Spain) and **Randall L. Englund** (USA). " When Technical Excellence Is Not Enough: The Management Gap in Engineering Projects - Why technically competent contractors lose money—and how integrated project governance can help protect profitability" is by **Jaime Videla**, PMP (Chile). "When the Project Ends but the Risk Remains: Managing the Transition from Project Delivery to Operations" is by **Daniel Cáceres**, PMP (Peru). These authors are sharing their knowledge about something that works, hopefully useful information for some of you.

Four **Commentary Articles** are included this month, by authors both far away and near. **Alan Stretton** in New Zealand is the author of "An exploratory look at 'pre-project' responsibilities for choosing and shaping the 'right' organisational strategies and strategic

initiatives". "A Six-Month Deadline Is Not a Development Plan: Why technical milestones must follow dependencies, evidence and risk" is by **Ntokozo Mthembu, PhD** (South Africa). "Integrated Project Controls: A Professional Contribution to Project Controls" is by **Willem J. Viljoen** (South Africa). **Kenneth Bainey** in Canada is back with "Principles as Decision Filters, Not Wall Posters". Commentaries are generally short opinion pieces by experienced practitioners who actually know what they are talking about, so please take a look. If something resonates, consider sending a comment to either me or the author.

Case Studies / Lessons Learned is where we share stories about real programs and projects that have lessons that may be useful for others in similar situations. Two such works are included this month. "Planning Pipeline Interfaces at an Oil Refinery: Practical Case Study of a Real Project" is by **Artem Tokarevskikh** (Germany). "The Family Is the PMO: Program Governance for a Lifetime of Autism Care" is by **Avishek (Avi) Chaudhury** (Canada). We appreciate these authors for sharing their personal experiences with readers through the PMWJ. Good case studies are always in short supply, so we are always looking for me.

Stories are meant to be entertaining, and this month's three selections certainly are. "Linking Deliverables to Results: The Project Planner's Dilemma - *My 'Anti-log' Experience*" is by frequent author and very well-traveled **Dr. Kenneth Smith** (Philippines/USA)" Where Will I Park? A Lesson on Asking the Right Questions" is by **Megan Thomson** (Canada/USA). "No. 9 – Listening in – to a regular progress review meeting" is the ninth story in his series of bedtime-like stories by **Tom Taylor** (UK). We hope you like one or all of these stories that are also meant to be useful.

The **Reports** section this month includes one good report from a recently completed project management conference in Spain, and great updates by five of our regular correspondents. "Project Management in the 21st Century: Governance, Technology and Sustainability (A report on the 2nd International Congress on Engineering and Project Management hosted by Nebrija University, Madrid, Spain)" is by **Elena Bulmer, PhD** (Spain). "PM Forum 2026: Why the Future of Project Management Depends on People, Not Just Technology (Project Management Update from Germany)" is by **Sebastian Wieschowski** (Germany). "Beyond Emergency Response: Project Management for Recovery from the August 2026 Floods in Nepal (Project Management Update from Nepal)" is by **Yamanta Niroula** (Nepal). "Good news, Not so good news, New projects, Other project news, Tigers, Turtles and No Stitches in Time (UK Project Management Roundup)" is by **Miles Shepherd** (UK). "Updates about Association of Project Professionals Finland; PMI Finland Chapter; Kruunusillat (Crown Bridges) projects, Pyhäjoki nuclear power plant project (Finland Project Management Roundup)" is by **Dr. Jouko Vaskimo** (Finland) "eMotion Intelligence: AI, portfolio strategy and execution (Project Management Update from Madrid)" is by **Alfonso Bucero** (Spain). If you are interested in projects and PM in other places, don't miss our reports each month.

In the **Second Editions** section, two papers prepared for the 18th UT Dallas Project Management Symposium in May 2026 are included. "A Value-Driven Operating Model Framework for M&A Integrations" is by **Sidharth Ramsinghaney**. "Into the Deep End:

Mastering a New Industry While Driving High-Stakes Projects" is by **Alexandra Oliveros Villallba, PhD.** Both authors are based in north Texas, USA. Our Second Editions category includes papers previously presented at a PM conference, or in a language other than English. It's also an opportunity for authors to republish works from previous years that they might like to share or want to see the light of day again. Many papers published in previous years are still valid and worth publishing and/or reading, especially by those entering the project management field in recent years. So if you have something published previously, and you control the copyright, please consider sending it to me for consideration.

Two **Book Reviews** are included this month, by members of the PMI Dallas Chapter, with which we have had a cooperative PM book review program for many years. PMI member **Lauren Davenport** is the author of the book review of "*Understanding Project Management, A Practical Guide, 3rd Ed." (CB Business Press), authored by* **David C. Barrett.** PMI member **Anzar Hasan** is the author for the book review of **"***Governing at the Speed of Reality: A Quantum Governance Playbook for Flow, Entanglement and Fragility in Large Complex Projects"* by **Bob Prieto**. Our book reviews are not promotional fluff; they are intended to actually create new knowledge as book reviewers reflect on their own experiences and what they consider most interesting or useful in the book. Book reviews are only a couple of pages long and can be very interesting, so please consider reading them as you review the contents this month.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don't miss the articles about future events, especially including the one about the virtual 23rd Knowledge Management Festival (KM FEST'26) on 19 November organized by LENS Living Lab® in Slovenia, which is celebrating its 20th anniversary as an international virtual laboratory. The PMWJ is a media partner for this event, where a number of PMWJ advisors and authors will participate. The event is free, but check your time zones. Also, note the news from PMI, APM, IPMA and a major university (UMD). If your organization issues press releases, please email them to me so they can posted on our two website and shared with our readers around the world.

If you have any questions about the contents this month, about submitting or related to the PMWJ. If you are new to the PMWJ and/or considering submitting something for us to publish, please review our publishing policies and processes under the ABOUT tab and the author guidelines under the AUTHORS tab on the pmworldjournal.com website. Most of your questions should be answered there.

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/