

The Proverbial 8 Ball, Unmet Deadlines, De-scoping... and Welcome to the October edition of the PM World Journal

David Pells, Managing Editor

Welcome to the October 2017 edition of the **PM World Journal** (PMWJ), the 63rd uninterrupted monthly edition. This edition contains **20** original articles, papers and other works by **22** different authors in **12** different countries. News articles about projects and project management around the world are also included. Since the primary mission of this journal is to support the global sharing of knowledge, please share this month's edition with others in your network, wherever in the world they may be.

For the past year I have used this opportunity to mention important trends or issues that I see as journal editor. This month, I want to discuss a common issue on projects of all types and sizes, and one that has affected me personally again this month. That is, the inability to meet an important deadline. In my case, this edition of the journal should have been published a week ago. As is often the case, procrastination and unexpected events led to this situation. How many of you have experienced this problem?

Behind the Proverbial 8 Ball

In the game of pool (billiards), one's cue ball occasionally ends up directly behind the 8 ball. You are not supposed to hit the 8 ball directly with the cue ball, and having the cue ball hidden behind the 8 ball very frequently makes it impossible to make another good shot. This situation can often lead to losing the game. In the United States, the term "behind the 8 ball" has come to mean being in a difficult or even impossible situation. Missing a deadline often feels this way. That's how I felt this week as I struggled to find the time to complete and publish the PMWJ. A sudden death in the family required three days of travel; another family emergency took days to resolve; a government contract required attention. As a friend stated some time ago, life intervened. I should have planned better; I should have done the work sooner; perhaps I could have found more help. One result: this edition contains fewer contents than any other this year.

Unmet Deadlines, What to do now?

What should you do when it becomes apparent that you or your team cannot meet an approaching deadline or milestone? Too often, the answer includes schedule slippage and/or reducing the scope of work, reducing the number of deliverables or otherwise de-scoping the project. I have to now be honest with you, I don't have time to discuss this in any more detail but instead want to refer you to the article this month by Oliver Lehmann titled "[Crisis in Your Customer Project? Try Benefit Engineering](#)". This is a brilliant article, focusing on delivering customer benefits rather than just traditional project performance measures. As Oliver suggests, admit and confront the problem, study the impact on the benefits your project delivers, discuss it with the customer and figure out how to maximize benefits under the current conditions. This might not be easy, but it's probably better than being penalized, deteriorating relations with the customer (and/or other stakeholders), or even losing a contract (or future business). That's my two cents in the little time I have today. Maybe I can take up this issue again in the future if it is of interest to readers.

Now - This month in the Journal

This is a smaller edition of the PMWJ, with only 20 original works when our normal volume is more than 30. Nevertheless, this month's edition includes some major works and important ones. Several dig into risk management from various perspectives, industry and otherwise. The three series articles address a like topic, project management in the commercial world where survival also means keeping the customer happy while making a profit. But please study the table of contents yourself and decide those of interest.

Three featured papers are included from authors in three very distant locations. Professor Mostafa Kotb and Mohamed Ghattas in Egypt have authored a paper on some barriers to implementing PMI standards related to risk management in the construction industry. Stephen Paterson in Thailand has authored a detailed analysis of project controls dashboards in the oil and gas industry. David Tain in Alberta, Canada has authored a serious new paper on 4th Generation Organizations with some interesting observations and suggestions for project-based enterprises.

Three series articles are included this month. Darren Dalcher in UK has facilitated another interesting '*Advances in Project Management*' article, this month by Routledge author Robin Hornby in Canada. Read Darren's interesting introductory article titled "Commercial management and projects, a long overdue match." Then read Robin's article titled "Commercial Project Management – expands the body of knowledge into an essential domain." Robin is the author of the Routledge book titled "*Commercial Project Management – a Guide for Selling and Delivering Professional Services*".

Oliver Lehmann in Germany has authored the third article in his series on "Project Business Management", this month's instalment titled "Crisis in Your Customer Project? Try Benefit Engineering." Oliver is author of the book "*Situational Project Management: The Dynamics of Success and Failure*", published by Auerbach/Taylor and Francis in 2016. After researching benefit realization management myself in recent months, I think Oliver's article is brilliant. And it seems to me that it offers a new solution for addressing project time, cost and scope (and other) problems. Don't miss this article.

Anil Seth, an engineer and project manager working for Fluor in India, has authored another Advisory article this month titled "When Bold is not Beautiful." As usual, Anil discusses real world issues on engineering projects. The second advisory this month is from David Miller in Michigan, USA titled "Avoid these 4 Deadly Mistakes while Managing Multiple Projects." These are useful articles from two quite different perspectives.

Two of our global advisors, Rebecca Winston in the USA and Alan Stretton in Australia, have provided interesting Commentary articles this month. Becky's article is titled "Options for the New Project Manager or Inexperienced Project Manager." This could easily have been an advisory article as she points out the importance of international standards. Alan has provided an important "commentary of project classifications". His articles are based on decades of experience, deep (research) dives into advanced topics, and an incredible awareness of both current literature and emerging trends. Don't miss these educational and interesting articles by two well-known and highly respect international experts.

Five Second Edition papers include two more originally presented at the 6th [Scientific Conference on Project Management in the Baltic States](#) at the University of Latvia in April, and three from the 11th [Annual UT Dallas Project Management Symposium](#) in August. These are obviously conference quality papers; three address project risk management, one is a

great story and one provides a fresh perspective on an old topic. You may be surprised at how interesting they are. Read those that you can relate to, then share them with others.

Informative reports are again included this month from Alfonso Bucero in Spain and Jouko Vaskimo in Finland. In addition to his report about project management organizations and major projects in Finland, Jouko also provided a report from the September meeting of the ISO Technical Committee (TC) 258 in Australia. ISO/TC 258 is developing standards related to project, program, and portfolio management. Their eighth plenary meeting was held at Swinburne Business School in Melbourne with 28 participants representing 17 national standardization bodies. We appreciate Jouko's keeping us informed about these meetings. Alfonso's report describes a big September event, bringing us up to date from Madrid.

One book review is also included this month. All of the articles, papers, reports and reviews this month contribute to the global project management body of knowledge. Please read those of interest to you, then share them with others. Sharing knowledge multiplies the impact of good ideas, and some ideas (like projects) can change the world.

The rest of this article is our monthly boilerplate. Please read if this is your first time with the PMWJ or read again if you are a regular; it's important for sustaining this publication.

Share Your Experience, Research and Knowledge

We invite you to share your own experience, knowledge or research results related to program and project management. A wide variety of original works are included in the PMWJ each month. Share knowledge and gain visibility for yourself and your organization; publish a paper or article in the PMWJ. See our [Calls for Papers](#) and review the [Author Guidelines](#) for the journal. Then just email your original work to editor@peworldjournal.net. The PMWJ is not a refereed journal; however we can publish your work quickly (for sharing with thousands of readers around the world and for immediate reference). The PMWJ is also indexed by EBSCO, which means that your work can also be read and referenced by students and researchers around the world long into the future.

Opportunities to get involved

If you are interested in becoming a regular contributor, consider becoming an **International Correspondent**. Correspondents receive visibility in the PMWJ, introductions to others, many opportunities to author works for the journal and free membership in the PM World Library. For more, visit <http://peworldjournal.net/team/international-correspondents/>.

If you are teaching project management at a college or university, or an active academic leader or researcher in the P/PM field, our "Offer for Students of Project Management" provides three areas of potential interest to students – publishing opportunities, free library memberships and a virtual research internship. We will soon introduce a Research Scholar opportunity. For information about these programs, please contact info@peworldlibrary.net.

If you are a student of project management at an accredited university, consider our virtual project **research internship** program. [Learn about our interns here](#). See opportunities for students at <http://peworldlibrary.net/students/>. The PMWL supports continuous learning in the field of program and project management but is proving especially useful for students. Help us create a global resource; visit www.peworldlibrary.net and become a member.

Thanks to Authors and Sponsors

I want to thank the authors who contributed to this edition of the PMWJ. Most have included an email address at the end of her or his author profile. If you find an article or paper useful or interesting, let the author know. Better yet, ask questions, start a discussion, share information and knowledge. We also want to thank our advisors, correspondents and contributing editors around the world. These teams include leaders from academic and professional organizations in around 50 countries.

I also want to thank our advertisers and sponsors. Go to www.pmworldjournal.net and click on their logos to learn about world class PM educational products and programs. If your organization is interested in sponsorship or advertising, contact editor@pmworldjournal.net

Share it forward

If you found something interesting in the PMWJ this month, please **SHARE IT FORWARD** - send the link to colleagues, co-workers or friends. If you have knowledge or a story to share, submit an article or paper for publication. We are especially interested in those that contribute to solving global problems. Thank you for reading this month's edition of the PMWJ, have a great month and...

Good luck with your projects!

About the Author



David L. Pells

Managing Editor, PMWJ
Managing Director, PMWL



David L. Pells is Managing Editor of the *PM World Journal* (www.pmworldjournal.net) 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 more than 35 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 has been an active professional leader in the United States since the 1980s, serving on the board of directors of the Project Management Institute (PMI®) 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; Project Management Associates (PMA - India); and Russian Project Management Association. Since 2010 he is an honorary member of the Project Management Association of Nepal. From June 2006 until March 2012, he was the managing editor of *PM World Today*. He occasionally provides high level advisory services for major programs, global organizations and the U.S. federal government. David has a BA in Business Administration from the University of Washington and a Master's degree in business from Idaho State University in the USA. He has published widely and spoken at conferences and events worldwide.

David lives in Addison, Texas and can be contacted at editor@pmworldjournal.net.